



CSO DIVISIONS' MANAGEMENT AND  
DYNAMICS COMMITTEES  
LONDON, APRIL 30, 1988





## CAPABILITY AND ASSIGNMENT

### HEART OF THE MATTER

Examine and identify within your being with **honesty** the need of your being, or the commitment of your being (without confusion and vagueness) to experience the meaning of your assignment and goals on the one hand AND the meaning of **all that you require** to do to justify your assignment and to achieve the goals.

Does your being 'experience' that your capability and the capability of all the people who are working jointly with you in your assignment, is the critical factor and the heart of the matter or not?

Your 'being' has to answer this. Once you answer this, then we should understand the capability budget. Only then will you be able to 'understand' what is your commitment, what is your need and (therefore) what are your priorities.

The need of your being is the mother of all that has been said above.

Assignment has certain goals within the goals, objectives and purpose of the organisation. You are the source of those goals. And your assignment is **all that is required to be done** to achieve those goals. As soon as you address this (**all that is required**) you will have the meaning of this assignment.

As soon as you understand the meaning, the meaning of your need, you will be exasperated at how much has to be done in an organised way. And this shall have to be done by **people** and their capability.

If we decide that **capability is at the heart** then the meaning of capability and capability budget will become clear. And also, the how to enhance or match the capability with the possibilities will become clear and become the highest priority. (How?)

This **HOW** will be a world of meaning of itself.

The difference in assignments is not material. Success in the assignment is material and important.

It has become our habit or second nature to do and deal with what comes to us and we are never in a position to do what we should plan to do (the how of goals). We don't even think of that; this is a critical problem. At least we should focus on this.

When I talk of capability, it is not just the source of creativity and productivity. We are also the source of security, preservation, (quality of operations) and image of the organisation.

#### HIGHEST PRIORITY

- Improvement of Capability (i.e. sum total of all abilities, technical, managerial, human leadership, entrepreneurship etc).
- Improvement of the quality of relationships and the interaction between people.
- Focus on goals, and all that is required to achieve them (most important: THE HOW) in an organised way.
- Focus on capability and enhancing/matching the capability to match the possibilities.
- Understanding and experiencing the meaning of your assignment in the context of the above and setting your priorities to reflect this experiencing.



## RATING AND ENHANCEMENT OF CAPABILITY

Some rate their capability higher than it is.

How does one rate his capability?

If he rates it by results and performance, the standards may not be high.

If he rates it in comparison with others, then it is a poor yardstick – he may be comparing with low capability people.

**Is it possible for them to measure/relate their capability as against the possibility.** ||

Best thing would have been to measure their capability per se – How to do this?

One measurement is measurement on the scale of ego – but it is a blind measurement – subjective measurement.

Vast majority of people are victim of measuring their capability on the scale of ego.

Ego is blind, black, opaque and has no value judgement. People are very cruel to themselves and unjust and unfair to themselves; if they measure their capability on this scale.

Question still remains: how to measure your capability which is capability per se, because that is a truth, reality and objective. How to become objective about yourself?

Objective measurement is possible when the object (capability) can see the object (capability). How can the object see the object –

**It can only experience itself.**

Unless your being experiences your being, you cannot measure yourself, and hence your capability. | ✓

Process of experiencing your being begins by becoming able to see the being by your feeling – I do not know what my being is – but for sure I have a being.

When I say that for sure there is a being – I have a being – starting from that I do not know what it is – but my realisation that for sure I am a being and my total faith that I am a being encourages and leads me to experience my being.

It is this total assurance to myself, of my being, the being that makes me experience my being. |

But I have always believed that this being and the Cosmic Being are also the same substance, the same material, the same quality – one is a drop of energy and the other is an ocean of energy – and my ability i.e. the ability of the drop is to merge with the ocean.

I am the drop constantly merging and becoming one with other drops and the totality of drops – the ocean. And I do not live, **I do not work without this drop merging with other drops – merging with totality (the ocean).**

This is the essence of management.

Drops are always merging in my case – drops and drops – drops with ocean.



## RATING AND ENHANCEMENT OF CAPABILITY

When I merge with you there is no problem – when the drops merge you get such a blissful happiness – it is so beautiful.

When the drops become one – there is no difference that remains. The blissful experience/ pleasure comes in the process of merger. This blissful happiness, the process of merger – this is the process what world is, what creativity is. That is what is called living.

Quality of this process of merger is the quality of life and quality of management – in their respective contexts.

You can't attain perfection but it depends on the degree and quality of your experience of your being and being of others.

Suppose you are superb on the measurement of your capability – so make others superior by merging with them.

### Totality and Focus

- Everything is to be seen in the context of totality.
- Focus – a sharp, intense and concentrated attention. (Example of convex lens – rays of sun can burn).  
Concentrate sharply enough to make the object of focus a point. Same concentration can be focused on totality by enlarging the "being".

That is the relationship of "being" and totality.

God has given you the power, quality and capability to focus on Him, or to focus on totality in the manner said above. It is not becoming bigger than God. God Himself has given you this power because He wants Himself to be loved or wants you to reciprocate His love for you. How could it be otherwise. After all you are His creation – creation must relate to the Creator (the Totality).

## MEANING OF DIMENSION

Literal meaning:

Dimension is the quantitative and qualitative size.

Can you put any limit to qualitative size?

Dimension of your being is the qualitative and quantitative size of your being.

## WHAT IS CAPABILITY BUDGET

It is Budgeting of your being – experiencing your goals and objectives the origin of which would be your need to experience and express your real "being". Develop and identify within your being the need to be a quality person, quality manager, quality banker, quality entrepreneur, quality leader.



## MEANING AND PURPOSE

The difference between "meaning" and "purpose" is that when meaning becomes a **goal**, it becomes a "purpose".

In order to understand the relevance of "meaning and purpose" to our situation, it would be useful to ask and answer the following questions:

1. Do you agree that you must have a Meaning and Purpose in your life?
2. Do you agree that the quality of life improves with the quality of Meaning and Purpose?
3. Should you not have at least some Meaning and Purpose in your life, if not a very high quality of Meaning and Purpose?
4. Do you agree you could have for making the quality of life not necessarily one Meaning and Purpose but a few Meanings and Purposes should you so wish.
5. Should you or should you not have a clear perception and realisation of whatever Meaning and Purpose you have?
6. **Does your life have any Meaning and Purpose?**
7. Does that Meaning or Purpose have the initiative?

Does that Meaning or Purpose have a continuous initiative?

Is the initiative with your Meaning and Purpose, or Are they (Meaning and Purpose) subject to some or many external initiatives?

Is the initiative of the Meaning and Purpose lost to the process or lost in the process.

Is the initiative of your Meaning and Purpose so weak that it does not move in the medium of resistance of the process?

(Central EMP Meeting — 6.7.87).



## FROM THE EDITOR

# The Innovating Organisation

Organisations exist to enable ordinary people to do extraordinary things. Most of the World's work gets done, and with remarkable dependability, through organizations that routinize the process of doing their work. Precisely because of that, the purposes for which organisations exist cause organisations to decline in their ability to achieve their purposes.

Routinization of anything is self-immolating. It deadens alertness, attentiveness, imagination,

energy and reaction time. Wherever routine reigns, special effort is needed to sustain attention and responsiveness, to energize the system and its functionaries, to freshen the mind and get people moving. That is why peacetime armies require continuing education for their managerial cadres, why the more successful large corporations have frequent reorganizations and restructurings. With these, established procedures and relationships get questioned and disrupted, people get reassigned, tasks get redefined, minds get newly engaged, old problems get fresh attention, new ones get discovered, and innovation gets stimulated. An organization whose operating efficiency requires the deep routinization of any significant part of its work achieves agility and resourcefulness only by special efforts.

Leadership in the self-renewing and thriving enterprise is characterized by its willingness to move beyond tidy models of what leadership is and does. Leaders establish order and discipline, and simultaneously foster skepticism, incredulity, experimentation, and change. They encourage the generation of new forms and actions that may have neither precedent nor accustomed approval. They inject creative enzymes into the system, with results that can be destabilizing and disorderly and are rarely parametric. They know that to achieve more and better results, more resourcefulness is as important as more resources.

In most organizations, most really new things get accomplished mostly by subterfuge and cunning. They get started in the organizational underground and interstices, financed largely by diversions and sweat. They go public only when successful, or because of calamity.

The effectively functioning organization makes change its open ally. It keeps the barriers low.

Its leaders know that survival depends on the regular euthanasia of the organization's regularities. Otherwise everybody and everything winds down. Entropy overtakes enterprise. Competitiveness diminishes and finally expires.

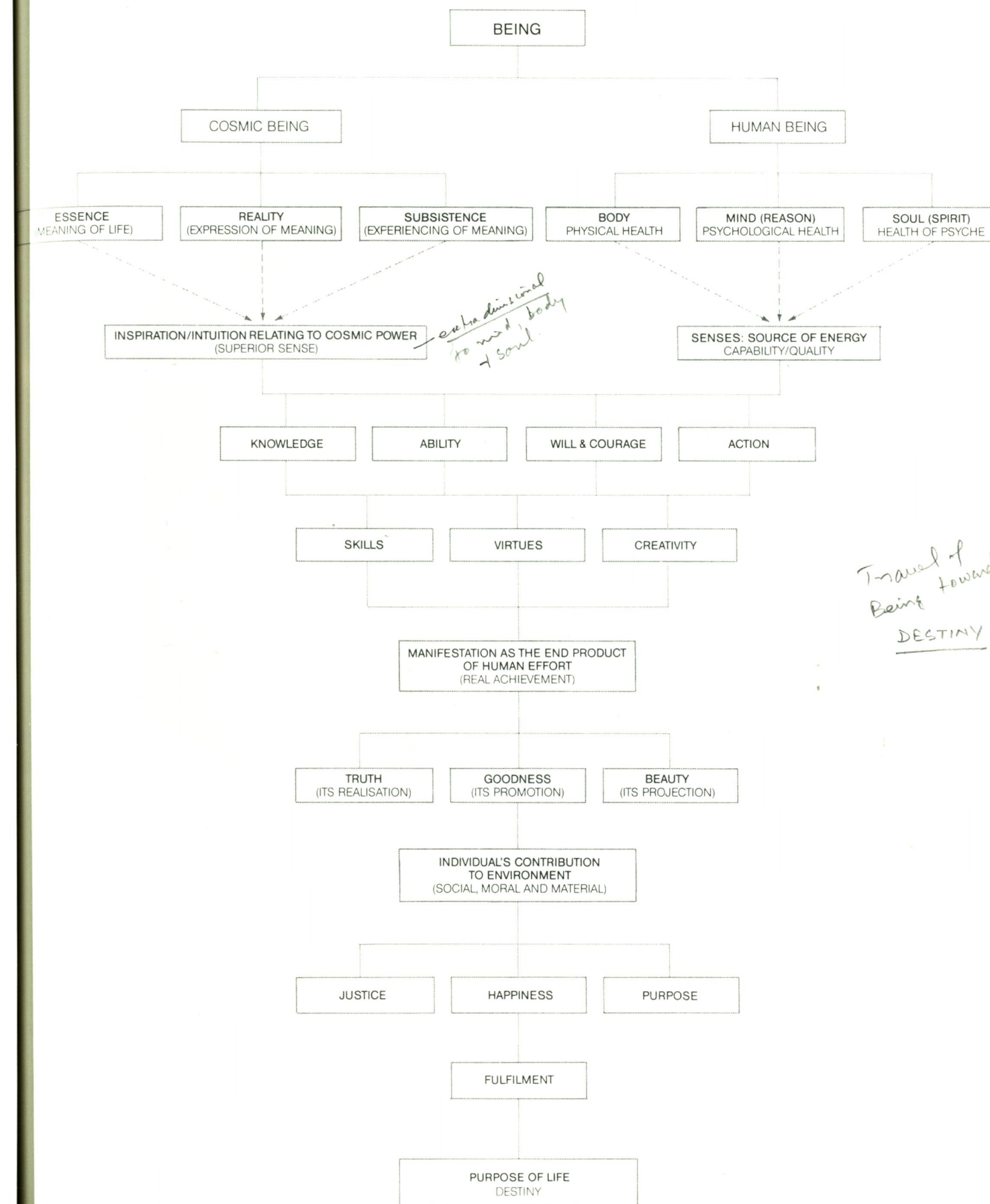
Nothing characterizes the successful organization so much as its willingness to abandon what has been long successful. Of course, not all that is new is better. Good things have good reasons for enduring. It may be good to be skeptical of fashionable new prescriptions for achieving organizational vitality and competitive virtuosity, but it's bad to be resistant to the kind of healthy self-examination that might prescribe new medicine.

Nobody who leads or manages knowingly resists self-examination and adaptation. But to keep the barriers low takes effort. It requires open advocacy and demonstrable receptiveness to innovation. The history of long-surviving and thriving enterprises is a history of innovation, mostly by their forcing changes on others and on themselves. Sometimes these occur suddenly and painfully. Mostly they happen gradually, continuously, even imperceptibly. What's key, especially in the complex organization where work is deeply regularised, is leadership that insists on constant, open self-examination of everything, on demonstrable receptiveness to change, and on the budgetary encouragement of innovation. It seeks out, encourages, and supports intelligent, experienced people who have the will, energy, and courage to make changes they think make sense. Often these people will be younger rather than older.

Finding the best thinking and writing about all this - and being guided by them - continues to define the purposes of the *Harvard Business Review*



# THE PROCESS OF IDENTITY, CULTURE & DESTINY







CSO DIVISIONS' MANAGEMENT & DYNAMICS  
COMMITTEES MEETING  
April 30, 1988  
LIST OF PARTICIPANTS

CENTRAL AUDIT

Mr. Ashfaq Ahmad  
✓ Mr. M.I. Ahmad  
Mr. A.N. Ajmeri  
Mr. M.H.M. Burney  
Mr. Alim Hussain  
Mr. A.R. Khan  
Mr. A.I. Sadikot  
Mr. S.A. Saraf  
Mr. Saleem Siddiqi

CENTRAL CREDIT

Mr. Imtiaz Ahmed  
Mr. M. Ataullah  
✓ Mr. C. Cherian  
Mr. R.I. Gajivala  
Mr. M.M. Haque  
✓ Mr. D.R. Oshidar  
✓ Mr. K. Sharwani  
Mr. A.M. Sheikh

CENTRAL MARKETING

Mr. Wajih Al-Kaylani  
Mr. Jamshed Anwar  
Mr. A. Rashed Nizam  
Mr. A.K.M. Razaur Rahman  
✓ Mr. Irfan U.H. Siddiqi  
✓ Mr. Syed Zilur-Rehman

CENTRAL OFFICE

Mr. M. Azmatullah  
Mr. A. Basir  
Mr. Fakhir Hussain  
Mr. P.K. Khanna  
Mr. Swaleh Naqvi  
Mr. Qaiser Raza

CORPORATE AFFAIRS

Mr. A. Hafeez  
Mr. Qamar Kazmi  
Mr. Zafar Sami Khan  
Mr. Muzaffar Naqvi

CORPORATE IDENTITY  
& SPECIAL PROJECTS

Mr. Mansoor Ahmed  
Mr. Naren Desai  
✓ Mr. K.S. Krishnan (shahid)  
Mr. Mizanur Rahman  
Mr. Ameer H. Siddiki  
Mr. W.R. Wilding

EMP

Mr. Anirudh Banerji  
Mr. Shafqat Bokhari  
Mr. Z.H. Chowdhury  
Mr. Basheer Chowdry  
Mr. J.A. Hillbery  
Mr. Arif Maqsood  
Mr. R.K. Mitra  
Mr. M.A. Qayyum

GROUP ACCOUNTS

Mr. John Crowther  
Mr. William Hutchinson  
Mr. Jamshed Irani  
Mr. Sohail Kizilbash  
Mr. Aftab Pirbhai  
Mr. Jagdish Radia  
Mr. Manu Radia  
Mr. Masihur Rahman  
✓ Mr. S.A. Rahman  
✓ Mr. Douglas Wintrup

HUMAN RESOURCES

Mr. S. Afsheen  
Mr. A. Banerjee  
Mr. G.D. Kamerkar  
✓ Mr. A. Kirmani  
✓ Mr. R.D. Meher-Homji  
Mr. N.R. Rahim  
Mr. Raja Ram  
Mr. P.K.J. Tharakan



CSO DIVISIONS' MANAGEMENT & DYNAMICS  
COMMITTEES MEETING  
April 30, 1988  
LIST OF PARTICIPANTS

INTERNATIONAL

Mr. Y.H. Abedi  
Mr. Akhtar Anis  
Mr. A.A. Ansari  
Mr. M. Haque  
Mr. M.A. Hassan  
Mr. S. Ajaz Khan  
Mr. H.F. Mewawalla  
Mr. A.D. Nadkarni  
Mr. A.D. Raja  
Mr. D.J. Sen Gupta

LEGAL AFFAIRS

Mr. A.M. Haidermota  
Mr. S. Maik  
Mr. S. Refaat Ahmed  
Mr. I.M. Tayebali

MANAGEMENT SERVICES

Mr. B. Ahmad  
Mr. M. Alam  
Mr. S.A. Khan  
Mr. A. Jamil  
Mr. Jivrajani  
Mr. J. Van Someren  
Mr. P. Sorab

PLANNING & STRATEGY

Mr. Sulaiman Afzal  
Mr. A. Hameed Akhtar  
Mr. M.A. Faruqui  
Mr. Sadiq J. Osmany  
Mr. Zubair Shaikh  
Mr. S.M. Salman Siddiq

SYSTEMS & OPERATIONS

Mr. Rashid Dhunna  
Mr. T.K. Dumasia  
Mr. A. Ray  
Mr. D. Riches

SPECIAL INVITEES

Mr. V.H. Abidi  
Mr. Sebah Ahmad  
Mr. Abu Ali  
Mr. Hadi Amin  
Mr. Athar Anis  
Mr. S.N.H. Bilgrami  
Mr. A.S. Bimbhat  
Mr. A.M. Chanda  
Mr. K.E. Fonderson  
Mr. E.A. Garda  
Mr. Anwar Gillani  
Mr. K. Govindan  
Mr. P.F. Gutta  
Mr. Munawar Hussain  
Mr. S.M. Iqbal  
Mr. S.H. Jafarey  
Mr. L.R. Kapadia  
Mr. Paramesh Krishnaier  
Mr. T.N. Krishnamurthy  
Mr. K. Murari  
Mr. Amrit Nath  
Mr. M.S. Nawaz  
Mr. Sultan Niazi  
Mr. Mahmood Nuckchady  
Mr. Nazirur Rahman  
Mr. Dildar Hussain Rizvi  
Mr. Iqbal Rizvi  
Mr. Tariq Sheikh  
Mr. Shahpur M. Shirazi  
Mr. Basheer A. Siddiqi  
Mr. N. Vittal  
Mr. Iqbal Zafar  
Mr. S.H. Muzaffar Zaidi





