



INTERNATIONAL

BRIDGING THE BCC WORLD



GIVING
— AND THE —
UNBOUNDED

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———— CONTENTS ————

GIVING 1
LIBERIA 4
ADVICE TO BANKERS 7
EVOLUTION IN CHINA 9
HONG KONG 12
THE UNBOUNDED 14
PARAGUAY 16
UK REGIONAL LETTER 19
THE NEW ACHIEVERS — BOOK REVIEW 22
THE SEEDS OF HUMILITY 23
AROUND THE BCC WORLD 24
THE UNITY OF MORAL AND MATERIAL 27



BANK OF CREDIT AND COMMERCE INTERNATIONAL



GIVING

On 15 January Mr Agha Hasan Abedi wrote to all members of the BCC family in order to convey the intensity of his feelings on Giving and to express his sincere hopes for the future evolution of our bank!

Dear Colleague,

GIVING — God, in His infinite mercy, gave Man humility to receive His divinity. It is only in the receptacle of humility that divinity is received and human beings become divine to the extent they receive it and it is only in the process of Giving and receiving that divinity flows. It is only in the act of Giving and receiving that life becomes a process; a process which is so wholesome, so embracing and so valuable; a process in quality and a process in infinity; a process from which we came into being and into which we are consumed; a process which is fusion of God's divinity and Man's humility. It is in the medium of Giving that life flows into life and God's divinity, in all its embracing fullness, shines and rains softly, smoothly and blissfully on His creation.

It is in the conjunction of divinity, Giving and humility that creativity and creation is sustained — Giving remains at the centre of life.

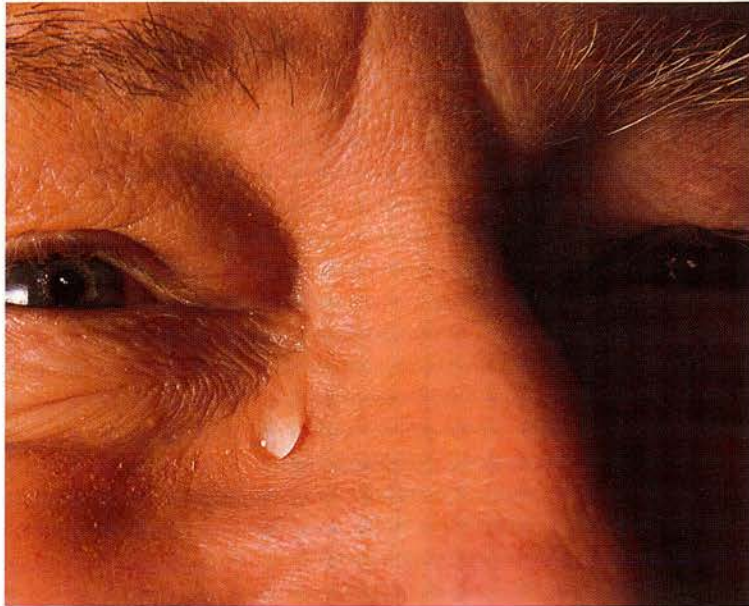


GIVING

Knowingly and unknowingly we have been Giving and receiving ever since the moment of our birth. In the innocence and purity of our infancy, we received and gave love, comfort and hope. As we have been maturing, our best Giving has always been of quality only when we gave in innocence and purity and humility. Here may I request you to ask a question to yourself as to what is the intensity in your desire to Give, how many times and how much you Give every day and what is the quality of your Giving.

The world, sometimes, has its own way of degrading the quality of Giving. We are often hurt and we often hurt by unconscious and careless Giving. And this is every day eroding our innocence and purity and we are losing our wisdom, as innocence and purity alone receives the wisdom of God and it alone makes the quality of life.

For some time, I have grown to fear the power of negative Giving. I have suffered with anguish and my soul has cried in pain when I have felt and seen human beings unconsciously inflicting pain on others by Giving hate, by Giving jealousy, by Giving envy and by Giving intolerance. I have seen the damage and misery which comes from Giving prejudice and dislike. I have seen and felt with dismay the quality of Giving being negated by a negative attitude to life. I have also seen and felt, with heavenly peace, the full glory in the halo of positive Giving; Giving love, Giving happiness, Giving humility and Giving hope.



GIVING

Today, in a world so precariously balanced between conflict and co-operation, between prejudice and faith, between love and hate, I am sure you will all agree from the depth of your conviction that it is in the delicate balance of the quality of Giving that the quality of its order and existence will survive.

I request you, the 11,000 members of BCC family, the 11,000 servants of God, the 11,000 missionaries of humility, love, hope and Giving, to Give as much of all this as you can and to Give every moment as you breathe and as you exist.

I pray to our most merciful and beneficent God to Give you the true meaning of Giving; so you make BCC a loving Village and each one of its parts a caring neighbourhood; so you make BCC a Ship of unmatched beauty and unending love, success and GIVING that would sail towards the farthest shores of humanity.

May God bless you and your family.

Yours most sincerely,

Agha Hasan Abedi



LIBERIA

“The secret of our success in 1984 is the result of a conscious awareness of the moment-by-moment situation and our ability to adjust to the rapidly changing circumstances that are peculiar to a truly free market economy. This is a free society where opportunities are plentiful and we have learnt to adapt our strategies to constant change in a highly competitive environment with the presence of some of the big names in banking.”

Mr Mohindra P. Dhall, BCC country manager

Liberia has a unique position in African history as the first independent republic in the continent. US President James Monroe created Liberia in 1821 as a home for America's freed natives and the country became a republic in 1847. Despite losing sections of its territory to the British and the French during the era of colonisation, Liberia was the only African country, apart from Ethiopia, to remain independent.

An era of strong foreign investment was initiated in 1926 when the rubber company, Firestone, was granted a concession. This began a trend towards the promotion of *laissez-faire* investment by foreign capital, known as the Open Door Policy. Relations with the US were cemented, both in terms of investment and public relations. A mutual defence pact was signed in 1942 and the US dollar is legal tender in the country.

Today Liberia's middle classes consist mostly of people employed by the administration and of professionals. There are still relatively few Liberian businessmen, although the number is growing. Much of the retail and wholesale business is in the hands of Lebanese.

Rubber was for a long time the mainstay of the Liberian economy, but in 1961 iron ore replaced rubber as the major export earner and the proportional contribution of rubber to the GNP has gradually declined. Rubber, however, remains a prominent part of the economy and is also the largest employer. Rubber trees grow in 100,000 acres, making Liberia the home of the largest rubber plantation in the world. Apart from the Firestone company, Uniroyal, Guthrie Plantations and the Liberian Agriculture Company are important rubber producers.

The major iron ore company, Lamco Iron Ore Mines, is jointly owned by Liberian, American and Swedish shareholders. Lamco mines the Yekepa mountain and then transports the iron ore through Liberia both for home consumption and for export. Timber, as the country's third export earner, is another area of the economy where foreign investment is crucial.

Liberia enjoyed a rapid rate of growth in the 60s and early 70s, but the demand for major export commodities fell off in the mid-70s, with a consequent slowing down of the economy. In an attempt to diversify the economy, other commodities have been introduced, including coffee, cocoa and palm oil.

BCC began operations in Monrovia, the capital of Liberia, in 1978, just before the famous Rice Riots, when



BCC's home in Monrovia



Liberia's timber — an industry with potential.

there was widespread protest at the increasing cost of rice. The following year saw a rapid change of government, which destabilised the economy and caused a flight of capital. This did not last long, however, and the return to normality was helped by the relationship of the Liberian economy to the US dollar.

The beginnings for BCC in Monrovia were modest, but by 1980 the branch had moved to premises in a prominent location at the heart of the capital, which greatly increased the volume of business in the branch.

"Liberia", says BCC manager Mr Dhall, "is a favourite country of mine.

English is the official language and the climate is warm, with a wet season from May to October and a dry season from November to April. The geography of the country is very varied, with a narrow coastal plain, a central plateau with rain forests, and mountains along the northern border with Guinea.

"The country has beautiful roads and there are no serious problems of infrastructure. Despite considerable financial constraints, the government has managed to provide all amenities, which is not always the case in Africa."

In the first few years of BCC's presence in Liberia, the branch pursued the well established policy of serving

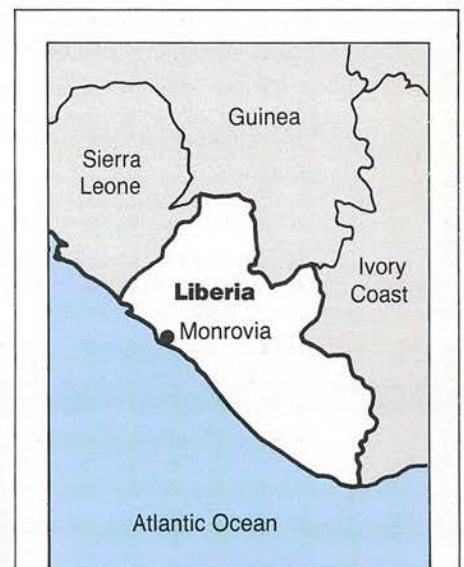


The BCC family in Liberia

importers and exporters, mainly in textiles and consumer goods. But during the past year the image of the bank has changed and the branch now concentrates on serving multinational corporations, such as airlines and oil companies.

Although BCC in Liberia continues to give full support to local traders, the new corporate image is more in keeping with BCC's growing size and stature. During 1984 BCC's share of the market increased from 7% to 13%, based on a

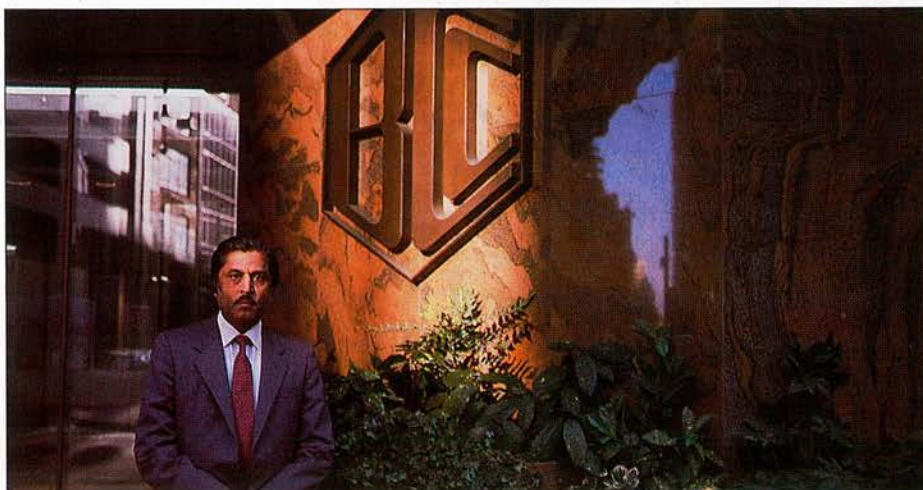
comparison of assets and excess balances with Liberia's Central Bank. An increase of this size is testimony to the energy, flexibility, vision and commitment of all members of the BCC family in Liberia. Their success shows how new avenues can be explored and developed — how the unknown becomes known and how the intangible becomes tangible through an intense desire to produce backed by technical know-how — no matter what the situation of the economy is.



Background information

Time	GMT
Main cities	Monrovia, Harbel
Population	2 million
Language	English
Religions	Animist, Christian
Currency	Liberian dollar (L\$) = 100 cents. The US dollar is also in use.

Economy. Iron ore plays an important role in the economy; in the mining sector, diamonds are also important. The main agricultural export product is rubber. Maritime fees from vessel registration are an important source of foreign exchange earnings.



Mr Mohindra P. Dhall, BCC manager in Liberia



TRUTH IS ADVICE TO BANKERS

Over a hundred years ago, in December 1863, Hugh McCulloch, the Comptroller of the Currency and later Secretary of the Treasury, addressed a letter to all national banks. Those institutions had only lately been organised and their executives, one must assume, were more in need of the Comptroller's sage admonitions than bankers have ever been since. Here are some of his paragraphs:

"Let no loans be made that are not secured beyond a reasonable contingency. Do nothing to foster and encourage speculation. Give facilities only to legitimate and prudent transactions. Make your discounts on as short time as the business of your customers will permit, and insist upon the payment of all paper at maturity, no matter whether you need the money or not. Never renew a note or bill merely because you may not know where to

place the money with equal advantage if the paper is paid. In no other way can you properly control your discount line, or make it at all times reliable.

"Distribute your loans rather than concentrate them in a few hands. Large loans to a single individual or firm, although sometimes proper and necessary, are generally injudicious and frequently unsafe. Large borrowers are apt to control the bank; and when this is the relation between a bank and its customers, it is not difficult to decide which in the end will suffer. Every dollar that a bank loans above its capital and surplus it owes for, and its managers are therefore under the strongest obligations to its creditors, as well as to its stockholders, to keep its discounts constantly under its control.

"Treat your customers liberally, bearing in mind the fact that a bank prospers as its



TRUTH IS ADVICE TO BANKERS

customers prosper, but never permit them to dictate your policy.

“If you doubt the propriety of discounting an offering, give the bank the benefit of the doubt and decline it; never make a discount if you doubt the propriety of doing it. If you have reasons to distrust the integrity of a customer, close his account. Never deal with a rascal under the impression that you can prevent him from cheating you. The risk in such cases is greater than the profits.

“Pay your officers such salaries as will enable them to live comfortably and respectably without stealing; and require of them their entire services. If an officer lives beyond his income, dismiss him; even if his excess of expenditures can be explained consistently with his integrity, still dismiss him. Extravagance, if not a crime, very naturally leads to crime. A man cannot be a safe officer of a bank who

spends more than he earns.

“The capital of a bank should be a reality, not a fiction; and it should be owned by those who have money to lend, and not by borrowers. The Comptroller will endeavour to prevent, by all means within his control, the creation of a nominal capital by national banks, by the use of their circulation or any other artificial means; and in his effort to do this, he confidently expects the co-operation of all the well-managed banks.

“Pursue a straightforward, upright, legitimate banking business. Never be tempted by the prospect of large returns to do anything but what may be properly done under the National Currency Act. ‘Splendid financiering’ is not legitimate banking, and ‘splendid financiers’ in banking are generally either humbugs or rascals.”



EVOLUTION IN CHINA

China, the largest nation on earth, is in the throes of momentous change. After decades of insularity, the country is beginning to play a much more active role in the world's economy. Over the past few years there has been a realignment of the Chinese economy towards a greater awareness of market forces, both internally and with regard to exports.

There is now a considerable momentum behind this change. Average income in China has grown by over 60% in the past five years and living standards in many parts of the country have increased accordingly. Observers are already talking about an unleashing of the energies and creativity of the Chinese people, but the long term effects could be even more significant. By the end of the century, China's leaders aim to quadruple the nation's output to US \$1 trillion — roughly the size of Japan's economy today.

What has happened to trade between China and the US in the past ten years gives an indication of the possible size of China's trading patterns in the years to come. In 1974 US/China trade was valued at US \$934 million. By 1984 it had risen to US \$6 billion. If such a significant increase can be repeated with other countries, China could well be on its way to becoming an economic superpower.

BCC'S INCREASING ROLE IN CHINA



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1 Mr Gao Shilun, president of the China National Machinery Import/Export Corporation, Mr Wang Ziyi, chairman, China National Machinery Import/Export Corporation, and Mr Dildar Rizvi, regional general manager, Far East region, at a reception in Beijing.

2 Mr Sultan M. Khan, chief representative and adviser to BCCI in China, Mr Shang Ming, adviser, People's Bank of China, Mme Qiu Qing, vice president, People's Bank of China, Mr Anwarul Amin, BCCI representative, at a reception in honour of the China-Bangladesh Joint Commission.

3 BCC delegates have visited Xinjiang (Sinkiang) Autonomous Region following an earlier visit by President Abedi in order to explore investment opportunities in the region. In the photograph Mr Qi Guo, secretary of the Communist Party of Xinjiang, presents traditional caps worn by the Uighur people to Mr Arif Kamal, head of the China division in BCC's Hong Kong regional office.

4 Mr Anwarul Amin discusses investment opportunities in the Xinjiang Autonomous Region with Mr Qi Guo, secretary of the Communist Party.

BCC'S INCREASING ROLE IN CHINA



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5 Following BCC's policy of contributing to the welfare of the Chinese people, Mr Anwarul Amin and Mr Arif Kamal visited Xian in Shaanxi Province to present the authorities with cheques for the construction of Xiang Young People's Palace and for the renovation of the 7th century Xiang mosque. In the photograph Mr Amin is handing over BCC's contribution to the Inam of the mosque. Mr Zhang Bin, Vice Governor of Shaanxi Province, is seen in the middle.

6 Mr Deng Pufang, son of the Chinese leader, Mr Deng Xiaoping, is vice chairman of the China Foundation for the Handicapped. Mr Sultan Khan has presented a cheque to the Foundation on behalf of BCC. The photograph shows Mr Sultan M. Khan (4th from left) with Mr Deng and another officer of the Foundation (both in wheelchairs), together with Mr Maxim Chu and Mr Abdul Naeem of BCC's Beijing office.

7 Mme Kang Keqing, widow of the late Marshall Zhu De, is the chairperson of the China Children's Welfare Foundation. She is seen here explaining the work of the Foundation to Mr Sultan M. Khan and Mr Maxim Chu from BCC's Beijing office. BCC has recently made a contribution to the Foundation.

8 BCC has sponsored a trophy for the best expatriate cricket team in China. The trophy was won by the Indian team and the presentation of the trophy was made at the Pakistan Embassy. Seen here (from left): Sir Richard Evans, British Ambassador, Lady Evans, Dr Maqbool Bhatti, the Pakistan Ambassador, Mrs Venkateswaran, Mr Sultan M. Khan, Mrs Bhatti and Mr A. P. Venkateswaran, the Indian Ambassador.



HONG KONG

The annual dinner for members of the Hong Kong family is always an important and enlightening affair. During the 1984 dinner, held on 15 December, Mr Louis Saubolle, Chairman of BCC Hong Kong, delivered a speech which expressed perfectly the spirit and the success of the Hong Kong region. Here is his speech in full.

Ladies and dear colleagues of the BCC family, what a wonderful gathering here tonight of our BCC family, to participate and enjoy our traditional and festive annual dinner.

1984 has proved to be another challenging year for Hong Kong. But as we approach the end of the year, our community has a better understanding of its anxieties about its long-term future.

The announcement and signing of the Sino-British Declaration makes a great difference to us, both as a bank and as members of the Hong Kong community. For the first time, we can see the way ahead clearly. Speculation about what will happen to us has come to an end.

Hong Kong's continuation as an international banking, trade, manufacturing and transport

centre is assured well into the next century. As individuals, we have been promised that our lifestyles will remain the same for at least 62 years.

Very few territories in the world enjoy this sort of blueprint, which spells out our developments for the years ahead so clearly. Thus, we are able to look into the future and plan, without any more anxiety about 1997 or the political uncertainty generally.

The Joint Declaration is indeed an historic event, and one in which we, the BCC family, can take considerable pride. For despite all the uncertainties during 1983 and 1984, two years of complex and strenuous negotiations, our bank did not waver in its commitment to Hong Kong, to its people and to its future.



Mr Louis Saubolle addresses the BCC family in Hong Kong

While other banks and companies worried about their prospects here, BCC went ahead with confidence on all fronts, and the solid evidence of this is as follows.

First and most important of all, our board of directors decided last week to increase the paid-up capital of the bank to HK \$322 million, a 130% increase.

Structural growth to support the expansion of our business prospects has resulted in three new branches, and new departments such as the corporate marketing division and the China division. We are now highly visible in the Central and Tsimshatsui districts.

The number of staff has grown considerably, bringing the total number of staff from 653 to 760 members. The current strength of the BCC family in Hong Kong is 860.

Service growth: thanks to all of you for contributing so much to make the implementation of Falcon a reality in Hong Kong.

Yes, dear colleagues, we have come a long way to attain the status that is ours today. But these achievements would not be possible

without the hard work and dedication of each and every one of you.

On behalf of all the directors and members of senior management, we thank you for your loyal and tremendous efforts during a difficult period.

We should welcome 1985 as a new chapter in our lives and in the evolution of our Hong Kong community.

In 1985, we must expand our horizons. We must take advantage of the opportunities which we have been given.

We must seize the chance to transform the confidence and commitment which helped us to expand during the last difficult years into a deeper understanding of what the BCC family can do for Hong Kong.

BCC has always been blessed with the strength and energy of its members. It is through your vision, your love and your humility that we have achieved our place in Hong Kong.

We wish all the Hong Kong members of the BCC family a healthy and prosperous New Year. May 1985 give you the new hope for your future.



THE UNBOUNDED

In the constant evolution of BCC's corporate philosophy, new concepts arise to enrich and expand our horizons. During a management meeting in Abu Dhabi at the end of last year, the concept of unboundedness was introduced. This is a new perspective on the notion of totality, and relates man's experience to the cosmic experience of totality.

Words come into use because a group of people wish to share and communicate a new experience. Thus, a new word or phrase is given life in the desire to communicate with others. The purpose of a word lies in its meaning. Since the ultimate meaning of all creation is God, God is also the hidden heart of all language. The word "unboundedness" has come from an experience and a feeling of totality — that level of life that is beyond all boundaries.



Because of events in the past and the pressures of the present, we are very rarely fully relaxed. If we can unwind and loosen the knots of stress, while maintaining the focus of our attention, we will begin to experience the unbounded. The result will be greater happiness and fulfilment in our lives.

All creation and the process of life itself is an expression of the unbounded. If the boundaries to an individual's awareness and feelings can be dissolved, he will experience the richness and the joy of the meaning of God and His divine purpose. Because BCC has succeeded to some extent in doing this, our success has become an expression of God's purpose.

This extraordinary bank is a process in the phenomenon of change, and an expression of divine purpose. It is not always easy to perceive what lies at the ultimate and invisible heart of all meaning — God. It is sometimes easier to understand and to feel in sympathy with an expression of that ultimate meaning. That expression can then be used as a means of travelling into the heart of the invisible. This is the path that BCC offers to all who wish to take it.

Having decided that the offer is worth accepting, the only things that can hold us back are the stresses and inhibitions that we allow ourselves. The quality and rise of our organisation is determined by the quality and stature of the individuals within it. If the boundaries to individual psyches are removed, there will be no boundaries to the growth and quality of our organisation.

Within BCC we have a responsibility to create a common language that will carry our meaning to all 11,000 members of our family. The terminology of Real Management is a shorthand which expresses a total reality. Its essence is the vital principle of existence, seen as change and the evolution of the state of non-existence into the state of existence and vice versa. This is totality in its dynamic and

lively form.

The management of all existence, or cosmic management, is a constant shaping of the vital principle. The vital principle is the chief executive of the cosmos and everything in it. The success of BCC comes in large part from this understanding of management. The role of management is to flow with the process of change, to give a direction to that flow and to bring our individual purpose into line with God's purpose. This sets the highest standards for management and, as managers of BCC, we need to give a shape to our understanding so that others can see its value.

Existence is the dynamic dance of energy, dancing in tune with the vital principle — change. Living in this quality, we are made unbounded in love and humility. Our lives become blissful. As this feeling grows, a new meaning to life is revealed which seeks to express itself in greater creativity and an enhanced quality of life.

But it is easy to allow oneself to become confined within an existing situation. In banking terms, we can come to accept our position within a market. While it is important to maintain a position in a given market, we must all the time be developing new areas of activity. This can only be done effectively by making the vital principle — change and interfusion — the real chief executive of everything that we do. Change in the flow of progress brings self-realisation, which is synonymous with self-emancipation — that is, freedom from the bonds of ego.

This freedom brings a broader vision and, in the context of BCC, the chief executive is someone who allows himself to be governed by the vital principle.

The prerequisite for any managerial position within BCC is a true understanding of Real Management and a deep feeling for its unbounded value.



PARAGUAY

“It has been the wish of the BCC Group to offer its services to developing countries in order to support their growth efforts. The Group is therefore extremely grateful at being given the opportunity to serve here in Asunción, the capital of Paraguay, at the heart of the Latin American continent.”

Mr S. M. Shafi, regional general manager, at the opening of BCCI (OS) in Paraguay, January 11, 1985

The official opening of BCC in Paraguay on 11th January was an important event for the whole of BCC. With an established presence in Brazil, Colombia, Uruguay, Venezuela, and now Paraguay, the BCC network in South America is expanding rapidly. The opening in Paraguay heralds a new phase in the bank's ability to serve the people of that continent.

The opening itself was immaculately planned. Mr S. M. Shafi, regional general manager, Mr S. A. Shabbir from Uruguay and Mr Shahid Feroze, manager designate of the Asunción branch, had previously called on top ranking government officials to express their gratitude at being permitted to open a branch in Asunción. They invited the officials, as well as cabinet ministers, ambassadors and prominent members of the business community, to attend the opening.

For the opening the bank was decorated with hundreds of bunches of flowers sent by well-wishers. Mr S. M. Shafi received the guests, and as they mounted the staircase, the Paraguayan flag was unfolded to a burst of applause. A military band played the national anthem, and as Mr S. M. Shafi delivered his address, Mr Blas Rodríguez provided a simultaneous translation in Spanish. Among the guests were Don Alfredo Stroessner, President of the Republic of Paraguay, Dr Cesar Romeo Acosta, president of the Central Bank, Dr Luis María Argana, president of the Supreme Court, and Dr Delfín Ugarte Centurión, Minister of Trade and Industry.

Paraguay is a landlocked country at the heart of South America. It gained its independence from Spain in 1811 and has undergone considerable changes in its fortunes since then. By the 1860s the country had achieved a considerable degree of prosperity. Telegraph and rail systems had been introduced. A steel corporation was set up and the education system was established.

Paraguay at this time was considered to have the best army in South America, and this was put to the test in a war with Argentina, Brazil and Uruguay which devastated the country.

The rest of the century was spent largely in a reconstruction effort: the Universidad Nacional, the Paraguayan Institute, the Bank of Agriculture and the Banco del Paraguay were all founded in these years.

Today Paraguay is a unitary republic, with the government divided into three branches — executive, legislature and judiciary. The west of the country is for the most part a vast plain, with 95% of



The Paraguay river, an important means of communication

the population living in the eastern provinces. The economy has traditionally been based on agriculture, but the construction of a series of major dams is making hydro-electricity a major feature.

The old animosity with neighbouring

countries has been replaced by treaties to develop the potential for hydro-electricity along common borders. In particular, the Itaipú dam, costing US \$10 billion, came on-line last year. The construction of the Yacycretá dam, a joint venture between Paraguay and



Asunción, capital of Paraguay



Background information

Time	4 hours behind GMT (summer time, 3 hours behind)
Main cities	Asunción, Caaguazú, Coronel Oviedo
Population	3.47 million
Language	Spanish
Religion	Roman Catholic
Currency	Guaraní = 100 céntimos

Economy. Largely an agricultural economy, with cattle ranching especially important, and a wide range of other products, including cotton, oilseeds and timber. Hydro-electricity is important and capacity is being increased.



BCC family at the newly opened branch in Asunción

Argentina, is under way, and a further dam at Corpus is being planned. By encouraging the development of industrial and manufacturing plants, these dams will make a strong contribution to the economy.

In recent years, tourism has become an important source of foreign exchange income. In 1981 tourism accounted for 27% of hard currency income. This money came from over a quarter of a million tourists, and this sector therefore has the potential for considerable further growth.

There is a favourable climate for investment by outside interests. Many products are exempt of tax, and commerce generally is actively promoted by several government agencies. Top priority is being given to the following sectors:

- agriculture, cattle and timber;
- industries that use Paraguay's natural resources;
- industries that consume large amounts of energy, such as those producing heavy machinery.

The new BCC branch in Asunción will continue the Group's policy of specialising in short-term trade loans

and advances. It will seek out small and medium sized businesses and offer them all the expertise at its disposal, so that the bank and its clients will grow and prosper together. BCC's global network will help it meet the international banking needs of the corporate sector and the people of Paraguay, and will work hard to attract overseas investors.

Specifically, BCC in Asunción aims to

become an important channel for closer co-operation and understanding between Paraguay and the countries of the Middle East. The BCC Group is placing its services at the disposal of the authorities and the people of Paraguay, so that we might work together for the material and moral betterment of all people.



The Itaipú dam. Hydro-electricity plays an important role in the economy of Paraguay.



THE
EVOLUTIONARY PATH
TOWARDS THE
MAJOR PURPOSE

“1984 is left behind, but '85 will be a real milestone for us. '85 is going to be the year that will be recorded in the history of this organisation as the year that will set the pace, a balanced pace, a balanced direction, a balanced tone, with full force, with full zeal and enthusiasm to achieve the aim, the size, the uniqueness, the quality that we have talked about”.

*Letter to UK Region
by Mr Vilayat Husain Abidi*



My Dear Colleague, 1984 is over. At the end of the year, people normally look back, count their losses and gains and usually prepare a balance sheet to find out what sort of bottom line they have achieved. I am no different from others. On this restful Sunday at home, I started thinking of the year 1984; but instead of living in the past, my being travelled into the future.

Although 1984 has been a difficult year for me personally, I would not like to count my losses; I would rather like to recount our gains — my gains jointly with you. While I was thinking of the events of 1984 my mind was constantly moving toward '85, as I am more excited by looking forward to the coming year rather than keeping myself tied to the past. To me the past is to learn from, the present is to produce for today and to plan for the future. It is for this reason that I have always thought in terms of tomorrow rather than today and/or yesterday. However, it would be unfair not to remember the major gains that we have made as the launching pad for '85 — and beyond.

To me the most important gain was the increased interfusion amongst the officers of the region. When the people of quality like you — the people who possess honesty, sincerity, humility and feelings of love, desire and faith — get together with one purpose in mind, they always interfuse in the true sense. In 1984 they started meeting for the common purpose and thus started the process of interfusion. To me this was the greatest gain of the last year.

There was yet another important gain, and that was the broadening of the base of the leadership of our Ginger Group. For its continuity, health and diversity it was essential that the Ginger Group should find an ever evolving multi-leadership. I am glad the Group has taken steps to strengthen itself. The formation of Club 21 was yet another step

which I am sure will take its own shape in '85. It was a very healthy and necessary step towards multi-leadership and the formation of joint personality. Through this club of 21 the management reached to those who are managing the region, and I am sure this movement will continue and expand.

In this process the region also reached nearer to two billion dollars deposit base created by its producers and performers. However, while I am recounting these gains of 1984 they are to me, in fact, the foundation stones of '85 and beyond. As I have expressed earlier, to me nothing is more important than the action planned for the future — the evolutionary path, the path that will take us towards our Major Purpose. The steps that we have taken in 1984 are the initial steps of our journey — the initial steps of our march towards the future — the initial steps in translation of our joint vision. These steps are solidified with our determination and faith in the Creator. It is for this reason that I am totally engrossed in '85 and beyond, in our Five Year Plan, the plan which we have now renamed the Evolutionary Path towards the Major Purpose. It is our philosophy, our faith and the help from the Unknown Source that have brought us to this size, and it will be our concept and culture which is based on reality and the laws of nature that will take us to our destination. It is for this reason that we are now embarked upon a project that will give shape to our desire — a joint desire.

To me and my colleagues in the Regional Office nothing is more important, nothing is dearer, nothing is closer to our hearts than our evolutionary path (our Five Year Plan), which we are determined not only to launch but also to translate into reality. To ensure its success every aspect of this plan is to be carefully



thought out before we present it to the region through our Regional Annual Conference. We would like the input and the contribution of each of you so that we can give it a shape — a shape that is going to be, a shape that we can and will see, a shape that is a reality — God willing. I am therefore requesting you to please contribute in this Five Year Plan by giving me the number of people and the working space and other assistance that you will need to produce the figures visualised for your branch for the following five years.

To visualise these requirements you have to travel through these five years and feel as if you were there, feel the requirements that you will face every day during this period. Once you are on this Evolutionary Path, sitting in and travelling through these five years, feeling all the aspects of requirements, starting from working space, the number of people, the number of accounts and the clientele to the areas of the business and its complexities and their management, then only you would be able to contribute effectively to this plan.

It is very easy for us to put the figures on paper but those figures will not be realistic, those figures will not be correct, those requirements will not meet your needs. Unless you are totally merged into and in love with your five year plan and travel through it, you will not be able really to contribute. You will be able to feel the reality of the coming five years only through your psyche, your soul, your feelings and not just through your intellect.

I am thinking, talking, feeling, breathing and living in the coming five years and am restless to transmit these vibrations to you. My request to you is that you should devote some time when you are not disturbed and try to tune your entire being to the size, scope, challenge and glory of the next five years. Only when the

intensity of your desire is able to paint a clear image of the events to come, you would be able to see the requirements. Only then your figures, your needs will not be the projected figures for the future but will become the record that will unfold the realities with the turn of each year in your Five Year Plan book.

1984 is left behind, but '85 will be a real milestone for us. '85 is going to be the year that will be recorded in the history of this organisation as the year that will set the pace, a balanced pace, a balanced direction, a balanced tone, with full force, with full zeal and enthusiasm to achieve the aim, the size, the uniqueness, the quality that we have talked about. It is for this reason that in your evolutionary path (Five Year Plan) you are going to move in the direction that will cover all the directions. This will not be one direction, but a multi-faced direction.

We shall begin our journey covering all aspects of life, moral and material both. We shall neither ignore the moral nor overlook the material. The success has to be of the individual and the group. The success has to be individual and collective and it is for this reason that your evolutionary path is going to cover all the aspects that are necessary to create that balance — the balance that will take us to the Ultimate Balance, the direction that will take us to Him Who directs everything.

May the Divine Help, help us in our journey through the path.

Thanking you,

Yours in the efforts to evolve,

Vilayat Husain Abidi

BOOK REVIEW

by H. Palmer, IMD

The New Achievers — Perry Pascarella
(Free Press 1984)

There is a famous old Japanese story of a university professor who came to a Zen Buddhist master to enquire about the philosophy of Zen. When the master served tea, he kept on pouring until the professor's cup overflowed. The professor cried: "It is overfull! No more will go in!" The master replied: "Like this cup, you are full of your own opinions and speculations. How can I show you Zen unless you first empty your cup?"

One of the major problems in reading management texts is that we all have our own ideas about how to manage human relationships. Be it in the bank or at home within the family, we may all recognise the importance of managing human interactions, but we rarely come to learn with an empty cup. This book, however, does not require one. It will help to fill the BCC cup, because it is a part of the same process of conscious evolution upon which we have embarked; and it will, by its profound importance, empty many another cup in management schools in the US and the UK.

Perry Pascarella, executive editor of *Industry Week* magazine, starts his book, *The New Achievers*, with a most interesting review of the concepts that helped shape modern, consumer America. The Protestant ethic and the belief in the value of work and profit should have laid the foundation of a prosperous society for ever more. But something went wrong in the Western world, and the sociological picture he paints of a modern America steeped in an educational crisis of falling standards and in the depths of a psychological, if not material, depression is as real in the UK as it is across the Atlantic. The book is basically about the moral responsibility of the business corporation in the face of this failure, both to the individuals working within and to the community at large.

In the author's own words, "It would be wrong to say that man is nothing more than the atoms which make up his body or that he is subject only to physical laws. It is just as wrong to say a corporation is nothing more than what is provided by law. The atoms of men are, in reality, energy; man is the sum of these energies and possibly more. Likewise, the corporation is energy; its potential power approaches the infinite. When people deny that the corporation has social responsibilities, we should ask if that means the individual has no social responsibilities. People are people, inside or outside the corporation.

In the political reality of a world where administrations are cutting public expenditure, these words have a special import. However, Pascarella deals with this reality without dogma, and with the simple acceptance of the link between material and moral well-being. Had *The New Achievers* just been responsible for bringing this realisation to the academic world of management theorists, or for opening the reader's eyes to what is happening outside the corporation, then it would undoubtedly have been justified. But Perry Pascarella goes much deeper.

"The workplace", he states, "will increasingly have to deal with people's ethical, moral and even spiritual dimension." After a fairly light-hearted statistical look at religious beliefs among the American business community, he launches into the "Whirlwind of Changing Values", concluding that:

"The socio-economic problems of the world are so complex, so many, and so interrelated that hope for the future lies only in the possible breakthrough in man's perception of himself and a leap upward in ways of knowing and understanding."

The leap, however, is both upward and within, and more than one social commentator has noticed a change in people's values towards what goes on inside themselves rather than towards what is happening around them.

According to Gary Zukov in his overview of the New Physics, we are witnessing, if not the end of science, then the stirrings of a much deeper and more ancient quest towards fulfilment.

The book ends, as do so many management texts, with a checklist for self and corporation improvement. The problem with checklists is that they are static (and so, contrary to the ever changing world), and they tend to say the same thing. However, Pascarella's checklist says much more. The first item reads:

"Take stock of your fundamental beliefs — what's important in your life — as well as any doubts that are important."

In his chapter "The Soul of Management", Pascarella recognises the weakness of conventional management education and foresees a management era where individuals will see themselves as "multidimensional creatures with unlimited potential", rather than trapped by the "ache of cosmic specialness" or the paradox of being out of nature but hopelessly in it. By taking stock of ourselves and our true feelings, we can begin to recognise the feelings of others.

Whereas the checklist starts with a look at the self, his Agenda for Management Action recognises that the corporation is a human process and so there are no 'magic' formulae or prescriptions, just common sense ways of linking the corporation to the wider and constantly evolving cosmos. This process of conscious evolution, where a developing humanity becomes conscious of itself and aware of the process in which it is involved, is the real clue to the new management age. "Economic growth", says the author, "will always be important — but not as an end in itself." Perhaps this is why the West became lost and has now started searching for itself and its role in the process.



THE SEEDS OF HUMILITY

By Irfan Akhtar, BCC Panama

The beginnings of wisdom lie in recognising our own ignorance. When we understand how limited is our understanding of the nature of things, we become humble. In our humility is the foundation of Real Management, that simple, natural and effective code for self-knowledge and human intercourse.

With Real Management we begin to explore the vastness of our own souls. In this exploration, questions naturally arise: what is the purpose of our lives? Do we share our purpose with others? Are we using our God-given qualities as we should? The answers to these questions have a direct effect on us.

It emerges that our individual and collective purpose is to work for the betterment of humanity, and a conscious recognition of this strengthens our purpose.

Our individual energy psyche begins to lose its boundaries. The qualities of heart and mind merge. True enlightenment dawns and we begin to experience life as an integrated whole. The differences between work and play disappear and we realise that work is inseparable from play.

How many of us would go on doing something if we thought that we were harming those closest to us? Surely none. The next step in our enlightenment is for us to expand our horizons and give our love not just to our immediate neighbours, but to all mankind.

Every human being is born of the same divine love and shares the same aspiration to be worthy of that love. An organisation, flowing in tune with evolution, will do everything in its power to promote enlightenment within the organisation and in the world at large.

However, we must bear in mind that the end never justifies the means and only the highest ethical standards must prevail.

Given the evolutionary impetus behind Real Management, the conventional hierarchy of manager and managed breaks down. We begin to react spontaneously to the feelings and the desires of others. Real Management promotes the free flow of energy to achieve a common goal. Our actions are born of love, respect and consideration. Lightness of spirit and simple happiness flow from Real Management. When life is lived as a wholeness, minor difficulties cease to trouble us.

From our birth onwards our learning process has been fragmented. We learn that work is different from play and that moral and material values do not mix. Against this background inherited from our educational systems, BCC emphasises the wholeness of life and the unity of moral and material values. Life is one integrated whole, not a series of fragments.

The seeds of humility lie in the realisation of our own ignorance. Knowing that we know nothing, we can go forth to serve humanity with love and compassion. The actions of BCC all over the world are born of this simple, pure desire.



AROUND
THE BCC WORLD



BCC GIBRALTAR

Gibraltar is a bridge between Europe and Africa, and BCC Gibraltar has embarked on an energetic marketing campaign to attract business. The photograph shows members of the BCC family in Gibraltar.

AROUND THE BCC WORLD



NBO OPENS 50th BRANCH

National Bank of Oman has opened its 50th branch — at Ma'abella, a fast growing town on the main coastal road between Muscat and Dubai.

Top: Members of the BCC family at Ma'abella. Mr Abdul Rasool Hamdan, manager, is seated fourth from the left.

Bottom: The deputy director of Seeb, His Excellency Bader Bin Ali Bader Al Busaidi, officially opens the new branch at Ma'abella.

AROUND THE BCC WORLD



A NEW GENERATION

We publish here commemorative photographs of RTAD batches 11 and 12 at BCC's Karachi academy, seen with the President and other executives.



THE UNITY OF MORAL AND MATERIAL

The London Ginger Group met at the end of last year in a desire to feel the unity of moral and material, and in an attempt to discover the true meaning of our corporate purpose.

The meeting began with a discussion on the importance of growth through interfusion. This, it was said, requires an understanding and trust in each other, based on a deep self-knowledge, in order to be sure that Real Management is not being used as a camouflage for any 'power games'. For real interfusion, we need to be truly without ego and we need to recognise that purity of heart is essential. We also need to be strong if we are to interfuse fully with the ethos of BCC, and that strength can only come from the moral side of our being.



THE UNITY OF MORAL AND MATERIAL

The common link that binds all of us in BCC is our purpose, and therefore each of us must discover his or her relationship with that purpose. We should ask ourselves whether it is possible for people with different moral values to interfuse with each other. The answer might lie in the recognition that an individual set of moral values is only a point in the process of cosmic morality. Any point in cosmic morality can express the essence of morality and the interfusion of one point with another will enrich and strengthen both. Through interfusion both points come closer to totality. We must therefore attempt to overcome any barriers set up by our individual value systems and understand the essence of morality that lies at the heart of all value systems.

Our true will is always pure because it is a creation of nature and not produced by outside influences. If our true will is lively within us, it becomes easier to merge with totality. The strength of this interfusion depends on the purity of the part that is merging with totality. Totality is a dynamic state, constantly absorbing and purifying the elements that come within its range.

In some ways it is easier for us to concentrate on the growth of the material, because it is more easily quantifiable than moral growth. Therefore, in order to maintain a balanced growth in moral and material values, we should

focus on moral growth. This is not seen; it is felt in terms of the strength of a person's feelings for our Major Purpose and the strength of his desire to journey towards totality.

We must learn to visualise our moral growth, to see the invisible. This means creating an image that is the essence of moral growth and then letting it imprint itself upon our psyche. At the same time we are developing a clear feeling for our psyche and its substance so that we might know what form the imprint of moral growth should take. Then we can give a form to the concept of moral growth that complements the substance of our psyche. We are creating a screen in our psyche where we project the image of our moral growth. This delicate and fascinating process is part of the technology of the invisible.

The meaning of humility must be taken into our being, not merely into our minds. An image of humility would be created within us where we can recognise the elements of that image and their interaction. Courage, love, faith, purpose and care are all interrelated elements within humility.

Through a better understanding of the meaning of humility, we can begin to appreciate the importance of its growth within us. This in turn will help us to recognise its existence within others and lead to a greater harmony and interfusion between us all.

