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HRD COMMUNIQUE

newsletter

Editor's Note

Dear Readers!

I recently came across a saying by a Philanthropist Andrew Carnegie that "It marks a big step in your development when you come to realize that other people can help you do a better job than you could do alone." When other people have to come with us to perform a task then idea of team initiates. Team Work is most commonly defined as "Work performed by a group of people to achieve a common goal". We are living in times of specialization and Today the theme Team Work is so much focused that there are books, blogs, websites, toolkits, consulting firms even organizations dedicated to it.

We all know that even the best qualified

individual cannot have all of the skills to do everything. Some people excel at coming up with the ideas. Others love the detail while there are those that focus on the big picture. There are others who can be counted on when it comes to implementing and follow-up of a plan. The key point is that when a team works together, it has a huge range of skills available that it can utilize to deliver extraordinary results. In this quarter a renowned Development Practitioner Dr. Sono Khangharani will share his fresh perspective in an exclusive interview with HRD Communique. In our thought provoking humor section you will explore the myths about Teams and Team Work like Harmony helps, Smooth interaction, time-wasting, Bigger and much much more. In our regular feature News Feed, venture and vibes you will be updated about some of the N-IRM activities during last quarter. We have

added Shoaib Sultan Khan's letter to commend N-IRM Team for successfully completing its first year as an independent entity.

I would like to end editor's note with a beautiful saying by US President Lyndon Johnson "There are no problems we cannot solve together, and very few that we can solve by ourselves." Hope you will blissfully be busy with Team of angels in Ramadan. Wishing you all festive Eid and a happy reading.

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Lead Article

Why Teams Work?

As a manager one has to give space to all the team members to perform at the best of their abilities. To do this - two ways communication is the starting point. After that all the team members should be encouraged to find best possible solutions to achieve results. The key here is to recognize strengths of each team member, respect their ideas and protect them in challenging situations.

A true leader would never overlook anything that is important for team building. A "manager" though may try to overshadow the team members by not respecting their ideas.

It is important that each and every team member understands the end results to be achieved. If the team plans jointly- to get results- the collaboration is bound to happen. This also triggers constructive



competition and innovation among the team members.

Regarding Team Work in Pakistani development sector, I feel that most of the development organisations have now crossed the phase where stereotype roles of women in teams would put limits to their creative thinking and application. In fact, what we see is that women are being placed by the organisations to lead challenging assignments, such as, in floods response – this is helping to overcome mental barriers that were earlier thought to be insurmountable and created hurdles for women to effectively participate as a team member or a leader.

Mr. Abdul Qadir Rafiq is a renowned development practitioner with professional grounding in the fields of water resources management, environment and climate change. Mr. Rafiq is currently working for the United Nations Development Programme in Pakistan in the area of Environment, Climate Change and Energy.





Mr. Rafiq Presenting eco-friendly fishing nets along with Minister Hafiz Sheikh to rural women of coastal community

Positive thinking and making best out of the given circumstances is the only way to outshine. You are bound to gain respect of the team if the attitude is consistently positive and you stay calm in difficult situations.

Recently, we (UNDP, Government and an NGO) were able to get a new project initiated to look into the impacts of climate change on glaciers melting. The process involved a series of consultation, strategic advice to the officials to establish need for the project and finally competing with other countries to get funding for the project from a global fund on climate called, "Adaptation Fund". I think the most important factors that played in our favour was coming up with a strategy first and then making sure that people who mattered understood their role to act timely for making this project a reality.

I think if we are talking about "real" team work, failure would not be the end result. One fails if one falsify on the "team approach" without believing in it.

The roles may be associated based on strengths of individual team member - but all should have the ability to think, do, design and challenge at the same time. Key for any winning Team is to believe in what is to be achieved or the goal.

An Interview

with the Sono Khangharani

How do you manage/build your Teams?

Team Managing and Team building are two separate things. As far as managing is concerned one can manage Teams



with knowledge, power/authority, mentoring. Office procedures are another incentive for managing Team. But building teams is a painstaking process. One has to be personally involved with staff.

For instance I take the lead for where ever there is a challenge so that they can join me.

I announce I am going there who else is coming with me. I take individual counseling even.

What part do you think; leaders generally overlook most in the process of Team Building?

Time! I think it's the greatest factor what today's leadership overlooks. They are not spending the amount of time required to expect great results. Therefore leaders loose wisdom of team building. How can you show care for your staff when you are not spending enough time.

Considering Development sector and promotion of GAD approach, please comment on Gender role in Team Work. How do you balance stereotypical women roles in TEAMS?

Considering my experience since last decade in all three organizations I am heading , I have experienced that women are sober managers as compared to men. That's why I have promoted several hard working women to ranks of

department head or District Managers. Since I believe in practicing Gender so I exclusively took the step that SRSO will not work with men organizations and today many RSPs and other organizations are following suit.

You must have been part of teams. How do you managed to outshine? I am asking because for me most of the time 'Team work' is 'missed opportunity'...

There is stage in your development when you grow beyond individualism and beyond trying to outshine your colleagues. When you performing in any Team then you no longer care for personal glory.

Your favorite project that has been accomplished in which Team Work was a crucial factor.

Union Council Based Poverty Reduction project (UCBPRP). It is the largest



project in the history of RSPs and I claim that I have brought three organizations SRSO, NRSP and IRM (with three different management styles) together for same goal. The project team worked and it is rewarding for all three organizations and everyone in this project whole heartedly accepts my leadership. So it's a classical example.

Have you been a member to a team that faced challenges to accomplish its goal? If so, what assessment did you make of the reasons for the failure?

Not as such failures but you can say that desired results were not achieved on several occasions. These cases mostly happen due to inter- sectoral clashes. And from my assessment I have learned that leaders just have to divide the task among sectors.

It is generally considered that an ideal team comprises of: thinker, doer, designer and a critique. What will be the recipe of your ideal team, if you have to assemble one?

For me there is no such thing as ideal team. There are ideal individuals. These individuals are honest, dedicated, flexible and hard working and they can make any Team successful for which they are part of.

About Dr. Sono

Dr Sono believes in the power of Social Mobilisation; that once the rural poor are organised, important changes can come about in Pakistan. He believes that talent and potential must be harnessed through education, training, and diversification of skills.

Two books pay tribute to Dr Sono Khangharani: The two books have been published to highlight the contribution to Social Development and Poverty Alleviation by Dr Sono Khangharani. The books' titles: [The Voice of the Desert](#) and [A Ray of Hope](#) .

Safwco Chief Executive Officer (CEO) Suleman G. Abro said “ Dr Khangharani has always been an envoy of the poor of this South Asian region. Dr Khangharani grew up in an atmosphere where persistent drought, malnutrition, lack of education and health care were affecting impoverished communities. This is why he knows the real causes of poverty,”



Dr. Sono Khangharani was awarded Sitara-e-Imtiaz on March 23, 2010

Dr Khangharani is recognised across South Asia as an expert on the causes of poverty in the region, especially in Thar and rural Sindh, where people are facing acute poverty, food shortage and lack of health and education facilities. He presently leads two organizations; the Thardeep Rural Development Programme (TRDP) and the Sindh Rural Support Organisation (SRSO).



Lecture Series

H R D C O M M U N I Q U E

AHKRC LECTURE SERIES

Akhter Hameed Khan Resource Center (AHKRC) in collaboration with Human Resource Development Network (HRDN) and N-IRM arranged a talk by Mr. Adnan Zulfiqar on "Future of Muslims: Negotiating Between Perception and Reality". The lecture was held on April 12, 2011 at HRDN, Islamabad.



AHKRC in collaboration with N-IRM and HRDN arranged a lecture by "Dr. Wolfgang-Peter Zingel" South Asia Institute of Heidelberg University, Department of International Economics/National Institute of Pakistan Studies, Quaid-i-Azam University, Islamabad on "Social Science Research in Pakistan Universities: Prospects and Challenges" held on Tuesday, 17 May 2011. The lecture was held at Hall # 01, at N-IRM Head Office Islamabad.



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There is a saying; “many hands make light work”. The essence of this statement is that more can be achieved collectively than individually. Here are few benefits given from numerous benefits of teamwork.

Time Management:

One of the major benefits of teamwork is getting things done in less time. When leaders involve their teams to brainstorm together to find a solution, they will get many different and creative ideas. This effort will enable them to implement the best action plan and assign the tasks to the people involved.

Bonding & Personal grooming:

Teamwork promotes unity, rapport and bonding. When people work together, they are able to give and take, help and support one another because the main focus is to accomplish their mission. While focusing on determined goals, everyone feels responsible and accountable at the workplace. A person who participates in a team's effort will develop the right attitude which can help him advance in his career and personal life. He will become aware about the importance of communication, decision making, planning and preparation and taking constructive action.

Skill & Satisfaction:

Even the best qualified individual cannot have all of the skills to do everything. The key point is that when a team works together, it has a huge range of skills available that it can utilize to deliver extraordinary results. When individuals work together as a team more energy and enthusiasm is created. When this energy is utilized, it produces results which positively impacts on motivation and leads to even more success.

Speed & Support

Imagine that you have a project that needs research, pulling together a proposition, financing it, implementing it and delivering specific benefits. If one person was allocated this task, it could take months and maybe years to make it happen. By splitting up the project, work can move forward in parallel and the ultimate goal achieved faster. It is amazing the amount of camaraderie that is created in teams, especially when the going gets tough. People will often go to what seems like extreme lengths when they know that they can rely on the support and encouragement of the team.

Up Coming Training Events

- Learning the Art of Winning Proposals
- Gender Mainstreaming
- Know Your Business
(In collaboration with ITC-ILO)
- Stress Management
- Motivational Skills
- Grooming for Success

For details contact:
maria@irm.edu.pk



Message

H R D C O M M U N I Q U E

Message from **Shoaib Sultan Khan** **Chairman, Board of Directors - RSPN**



On the Completion of Year One of N-IRM's Independent Operations

Dear All,

Please accept my regret for the absence from the last Board meeting .I have just received the minutes of the meeting and could not resist conveying you my feelings about N-IRM.

With utmost pleasure and pride, I congratulate N-IRM for successfully completing one year of operations as an independent legal entity. This is indeed a time of great fulfillment for all of us that N-IRM has not only proven itself as a leading capacity building facility building in the nonprofit sector in Pakistan but is also continually striving to achieve excellence by introducing innovative approaches in its training methodology and programmed areas.

I always had a dream to establish an HRD center of Excellence since I joined AKRSP in 1982 but somehow due to time constraints and Other priorities this dream could not materialize during my stay at AKRSP nonetheless, whenever, I see N-IRM, it gives me immense pleasure to see that Roomi has turned this dream into reality by putting in a lot of hard work and transforming N-IRM into the Training Arm of all the RSPs.

I believe that N-IRM is a model dynamic organization that has transformed itself with time: from a one room HRD unit, set up 18 years back at NRSP head office, to an establishment that has 14 offices all across the country including 5 vocational and Technical Education Centers in Punjab, Sindh, and Khyber Phuktunkhwa. How hard N-IRM had to strive to achieve this and how much NRSP contributed to the achievement this goal, no one knows better than me. Without Rashid and his management's unstinted support, my dream of N-IRM would not have materialized. I do hope NRSP would continue supporting N-IRM as in the past.

I recall that the decision of separating N-IRM operations from NRSP raised many concerns about the sustainability of the new organization. In the midst of doubts and suspicions, N-IRM set its foot in a market driven by highly competitive forces. Now one year has passed and I can see N-IRM thriving ever than before , with strong commitment from its leadership and staff, who are now working to establish its reputation at national as well as global level while sustaining quality in its training services.

During the year one of independent operation, N-IRM has undergone many strategic transformations. The leadership formulated new system and procedures to provide a framework for sustainable growth of the new organization. The budget for the year two is almost double that of the previous year, new offices have been established. The team has done a remarkable job.

I am glad that within a short span of one year, N-IRM has been able to forge meaningful partnership with national and international academic institutions while strengthening its relations with Government institutions particularly public sectors technical bodies as well as with multilateral and bilateral organizations. With growing outreach and expansion moves: N-IRM is now well placed to explore opportunities at a global level.

I am so grateful to Dr .Humayun khan for accepting the chairmanship of the N-IRM. He has brought such credit and distinction to the organization that we all feel proud of it. My thanks to the members of the BoD for theirs invaluable support, especially the members of executive committee and I strongly believe that their full time support and devotion towards the mandate of N-IRM will play a significant role in achieving the long term goals of the organization.

With warm personnel regards

Shoaib Sultan Khan

15, Heather Walk,

Edgware Middx HA89TS

London , UK

Event Coverage

H R D C O M M U N I Q U E

TRAINING OF TRAINERS

Roomi S. Hayat Signature Training

Training of Trainers, (TOT 17) spear headed by Roomi S. Hayat is the flagship programme of Management Development Programme. The training was held from May 23 – June 1, 2011 at Murree. 26 Trainers participated in this 10 days rigorous event; apart from N-IRM participants from NRSP (Minawali, D.G Khan, R.Y Khan, Turbat and Badin Region), CERD Peshawar and DAMEN, Lahore attended the ToT. Ms. Samia Imran coordinated the event and Ms. Khushbakht Aaliya was awarded the best

participant of the event.

The main objective of this scrupulous training is to create a band of professionals, capable of designing, developing and delivering a training programme single handedly. Ms. Aqilla Tahir CEO Plan Pakistan & and Mr. Nazar Memon N-IRM BoD Member graced the closing ceremony.

By Samia Imran

Roomi S. Hayat, CEO-NIRM, is an internationally renowned Capacity Development Specialist. He obtained his MSC Engineering in 1989 from NJIT, USA. As CEO of the NRSP-Institute of Rural Management he has designed and conducted numerous events and programs. Mr. Hayat has also served as Human Resource Development Specialist with the Rural Support Programme Network. He was appointed chairperson of the Human Resource Development Network. He has assisted the United Nations on various projects and aided the TNA of Rural Support Programmes. Mr. Hayat's areas of expertise are the formulation of management policies, programmes for literacy and post literacy, team-building, institutional development, social mobilization, and situation analysis.



Humor Creates

H u m o r C r e a t e s W

Removal of Barriers

For successful Team Work it is essential to remove barriers that Separate Management from Other Employees. There are certain barriers that naturally exist between managers and non-management members of the team-the most important of which is power and authority. When managers show that they can laugh with everyone else in the group and- especially-can poke fun at themselves, the barriers come down, and the manager is viewed as a "regular person," like everyone else on the team.



Open Communication

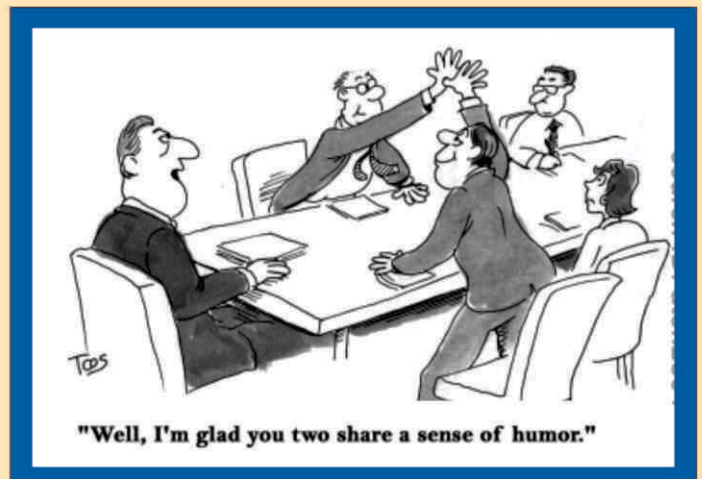
A common complaint in many organizations is a lack of good communication with management. A lighter atmosphere, and a manager who shares humor with the team, is a powerful tool in opening up the channels of communication.



**A Good Team Member Lightens
The Load For His Teammates**

Emotional Bonding

Shared laughter and the spirit of fun generates a bonding process in which people feel closer together-especially when laughing in the midst of adversity. This emotional glue enables team members to stick together on the tough days, when members of the team need each other to complete a project and assure quality customer service.

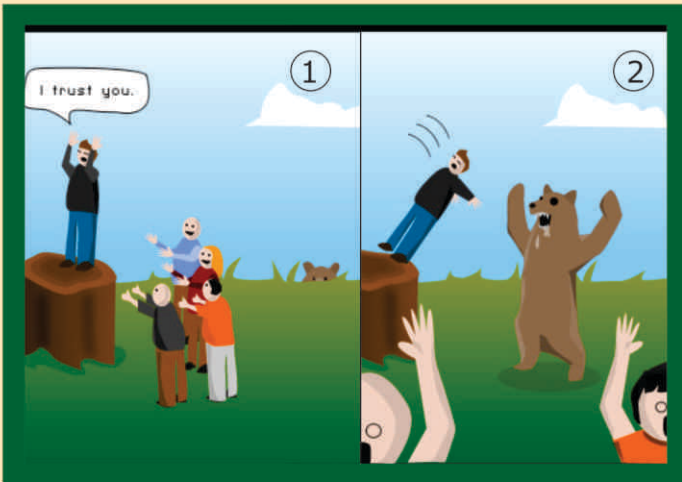


Trust

One of the by-products shared laughter and good open communication is a growing sense of trust. This is also, of course, partly a result of the emotional bonding that occurs through shared positive humor.

Humor

Winning Teams



effectively when under pressure; it allows you to get a lot done and get it done quickly.



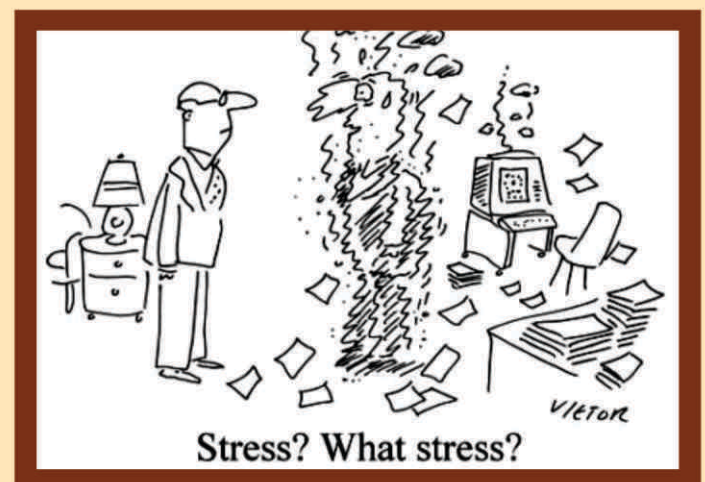
Improved Morale

When teams have fun on the job and share laughter, they enjoy their work more; and people who like their jobs work more effectively together. This is an especially important benefit of humor on the job, since employee morale has been dropping in many companies in recent years.



Increased Creativity

Humor is a natural stimulus for creativity. It opens up new ways of viewing things and stimulates innovative ideas for solutions to difficult problems. This effect is especially important in team settings, where the ideas of one person can serve to trigger novel ideas for resolving problems in someone else.



Reduced Job Stress

Humor has the power of helping employees manage job stress. By reducing daily stress levels, humor and a lighter attitude help sustain the focused mental state required to do one's work

Newsfeed

13th Annual Trainers Retreat

8 Staff members from IRM attended Annual Trainer's Retreat in Malaysia and Singapore organized by HRDN. Most members of the delegate also visited Thailand. Apart from ATR Conference & visit to Chocolate Factory at Kuala Lumpur the caucus enjoyed sightseeing of old and new Kuala Lumpur including Petronas Twin Tower, King's Palace, Independence Square, Drive through Lake Garden.



Executive Diploma for English Language Proficiency

Executive Diploma for English Language Proficiency (EDELDP) was held from March – May, 2011. Participants from IRM, SAARC, Fauji Foundation, PFOWA and various development institutes attended this three month long extensive EDELDP.



VTEC Jamshoro

First Closing Ceremony

First closing ceremony at VTEC Jamshoro was held in June, 2011. Mr. Sardar Shah Incharge IRM Jamshoro and vice Principal VTEC Jamshoro Irfan Hussain explained that VTEC Center is first of its kind in Jamshoro District and is doing a commendable job for exploring and implementing income generation skills in rural communities of Sindh.



PESRP Training Quality Report

During the period of April 2011-June 2011, N-IRM has trained 16,945 individuals under Govt of Punjab Funded Project "Punjab Education Reforms". The project area includes district Dera Ghazi Khan, Rajanpur and Rahim Yar Khan. Two training conducted under PESRP were: 3 Days Head Teacher Training and 2 Days School Council Members Training.

PMER Team visited project districts which were assigned to N-IRM and one district Bahawalpur where the same trainings were arranged by NRSP. The field visit concluded with a detailed report. The visit was arranged with the following objectives;

i. To visit and review the training programme delivery, its effectiveness and to bridge the gap, if exist, for incorporating improvements in training quality in future.

ii. To assist training staff in obtaining trainee's feedback leading towards programme quality improvement.

The study was conducted with applying training quality indicators which were 1) Pre Training and 2) During Training. The detailed report was shared with higher management of N-IRM who appreciated the report and advised PMER to continue such good practices in future as well.



Gender ToT

N-IRM was implementing partner of ILO's ToT (5 day) Promoting gender Equity in the World of Work. Ms. Samia Imran (Manager Services) and Ms. Nausheen Azam (Knowledge Management Officer) attended the ToT on Promoting Gender Equality in the world of work from 18-22 April, 2011. The contents of Gender Equality Tool Kit covered ILO conventions-with specific emphasis on gender-equality-highlighting the following aspects regarding each convention: a) Simplified explanation of each Convention, b) Situation in Pakistan regarding each selected convention, c) Status of ratification and national legislation/policy making in Pakistan, d) Specific actions required by different stakeholders regarding each convention



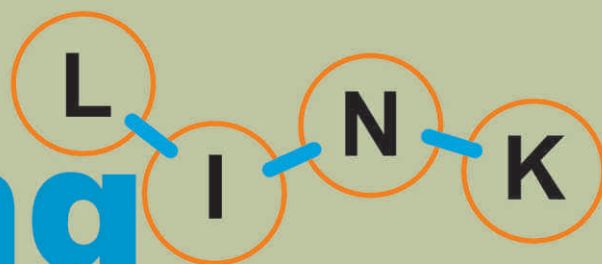
Training

H R D C O M M U N I Q U E

The
Turin
2011

Learning

Share Practices • Strengthen partnership



Mr. Ijaz Khaliq, Programme Manager-UCBPRP and Mr. Aasim Reza, Manager PMER represented N-IRM at the International Training Center of ILO, Turin in the 5-days long Learning Link event that started on April 11 and continued till April 15, 2011. Following three areas were focused :

- South-South and Triangular Cooperation - Modalities and tools for effective partnerships were shared and practiced by participants in the aim of enhancing collaboration across development training and learning institutes.
- Private Sector Participation - Tactics for the proactive inclusion of the private sector, as well as methods of incorporating private sector best practices into development training and learning institutes, were covered.
- The MDGS: towards 2015 - Participants explored opportunities and strategies for development training and learning institutes to contribute to the global action plan, such as MDG #8: Develop a Global Partnership for Development.

Strengthening Partnerships

Day 1



Effective cooperation

Day 2



Enterprise for development

Day 3



Towards the Millennium Development Goals

Day 4



Learning links concluded with Strategic planning session on Bridging the space between policy and practice. The objectives of the visit were to attend the Learning Link as well as to follow up on the decisions mentioned in the MoU and hold meetings with the concerned officials of ITC-ILO.

Looking Ahead

Day 5



TRAINING VENTURE

During previous quarter Social Mobilization Training Programme ventured into:

Training on "Project Proposal Development"

The objective was to enable the participants to identify, design and develop a proposal at LSO level by prioritizing their needs and indentifying indigenous resources at union council level

Capacity Building of LSOs in Proposal Preparation and Book Keeping

The main objective of this training was to enhance the capacity and potential of the LSO s regarding the SGAFF (Small Grant and Ambassador's Fund Program) and to prepare the project proposal keeping in view the application guidelines. The participants were the members of LSOs of the Malkand, Charsada, Dargai, Swabi and Mardan.

Training on Village Development Plan at VO level

Keeping in view the need to enhance the potential of local communities to formulate a village development plan (VDP) in order to exploit the local resources effectively, a three days interactive training workshop was organized by N-IRM for the VO



members of Tehsil Hahjira, Abbaspur and D.O office Rawlakot. The major objectives of the training were: To enable the

participants to formulate a VDP; to enable the participants to conduct the situation analysis, collecting Baseline data and to develop a village profile; to orient the participants regarding Project Cycle ,Planning and its components; to familiarize the participants regarding monitoring the project activities

A participatory and pragmatic training approach was adopted for all above mentioned training programmes. Besides lecture, brainstorming session, discussions, group work/presentations scaled up the inner potential of the participants.

By Shahid Hussain

FEED back

Dear editor

Thanks very much for the newsletter. I am delighted to read and now comment on your work. The newsletter is skillfully prepared. Cartoons were thought provoking and pictures inspiring. The best that I like is the interview about Gender-Parity/Disparity. More so because we are teaching & researching on Gender issues both at BS & MS level. In fact we have a program of full-fledged degree on Gender, that is MS-

Gender Studies. We also have MS-Developmental Studies. So we are deeply interested in the issues that you have kindly touched upon in your attractive newsletter. We appreciate your hard work.

Dr Taqi Bangash
Professor/Coordinator
MS: Social Sciences
SZABIST, Islamabad

Dear Editor!

We shall highly appreciate if you kindly continue sending the said publication on regular basis as this is of great interest for the readers of our library.

Latif ur Rehman Khattak
Director, STINFOD
Dr. A. Q. Khan Research Laboratories

Dear editor!

Thats (Women in Pakistan: Take the Lead) a really great effort. Women professionals across Pakistan need encouraging themes like that.

Samina Latif
Bhakkar
NRSP Mianwali Region
Bhakkar

Reviews

Book Review

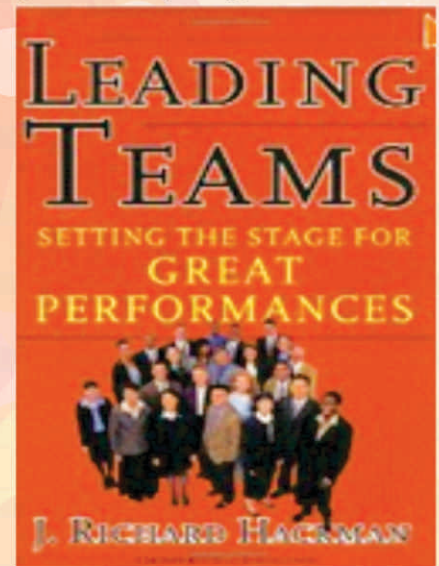
Leading Teams: SETTING THE STAGE FOR GREAT PERFORMANCES

Author: J. Richard Hackman, **Price:** \$ 21,
Publisher: Harvard Business

Teams have more talent and experience, more diverse resources, and greater operating flexibility than individual performers. So why do so many teams either struggle unpleasantly toward an unsatisfactory conclusion - or, worse, crash and burn shortly after launch? J. Richard Hackman, one of the world's leading experts on group and organizational behavior, argues that the answer to this puzzle is rooted in flawed thinking about team leadership. It is not a leader's

management style that determines how well a team performs, but how well a leader designs and supports a team so that members can manage themselves. According to Hackman, cookie-cutter formulas and prescribed leadership styles often backfire because they place far too much emphasis on the leader as the primary cause of team behavior. In "Leading Teams", he identifies the key conditions that any leader can put in place to increase the likelihood of team success - regardless of his or her personality or preferred style of operating. "Leading Teams" outlines what leaders can do to structure, support, and guide teams. Authoritative, practical, and astutely realistic, "Leading Teams" offers a new and provocative way of thinking about and leading work teams in any organizational setting. J.

Richard Hackman is the Professor of Social and Organizational Psychology at Harvard University.



Web Watch

www.twproject.com

Teamwork offers reliable and friendly web based software solution for managing work and communication in any field. Teamwork is easy to use, so that an extended team can contribute; it is also capable of handling complex projects.

Groupware and project management features are used in an integrated environment, from which you can coordinate and manage hundreds of projects at once.

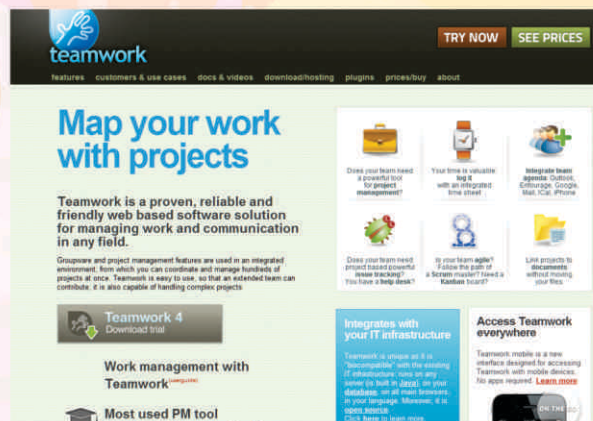
Teamwork is unique as it is "biocompatible"

with the existing organizational IT browsers, in your language.

infrastructure and integrates with your IT infrastructure: runs on any server (is built in Java), on your database, on all main

features include: Project Management,

Business Processes, Worklog, Issues, Groupware, Project management, integrated time sheet, integrate Team agenda, link project documents without moving your files and scrum master. There is a user guide and online demo on the website too.



Tech Talk

teamspace.com



teamspace offers the possibility for teams to work together professionally and flexible via internet. The features include cut management, synchronization, document management, multi project management etc. The necessary infrastructure for communication, coordination and organization will be provided online by teamspace. In 2001 BMW Group became the biggest user of teamspace. Since then several well-known companies such as ABN AMRO, New York Stock Exchange etc. became its clients. teamspace is a collaboration system for each company independent of business size and nature of work. For details visit www.teamspace.com. Teamspace offers 30 days free trial without any obligations.



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NRSP-Institute of Rural Management

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