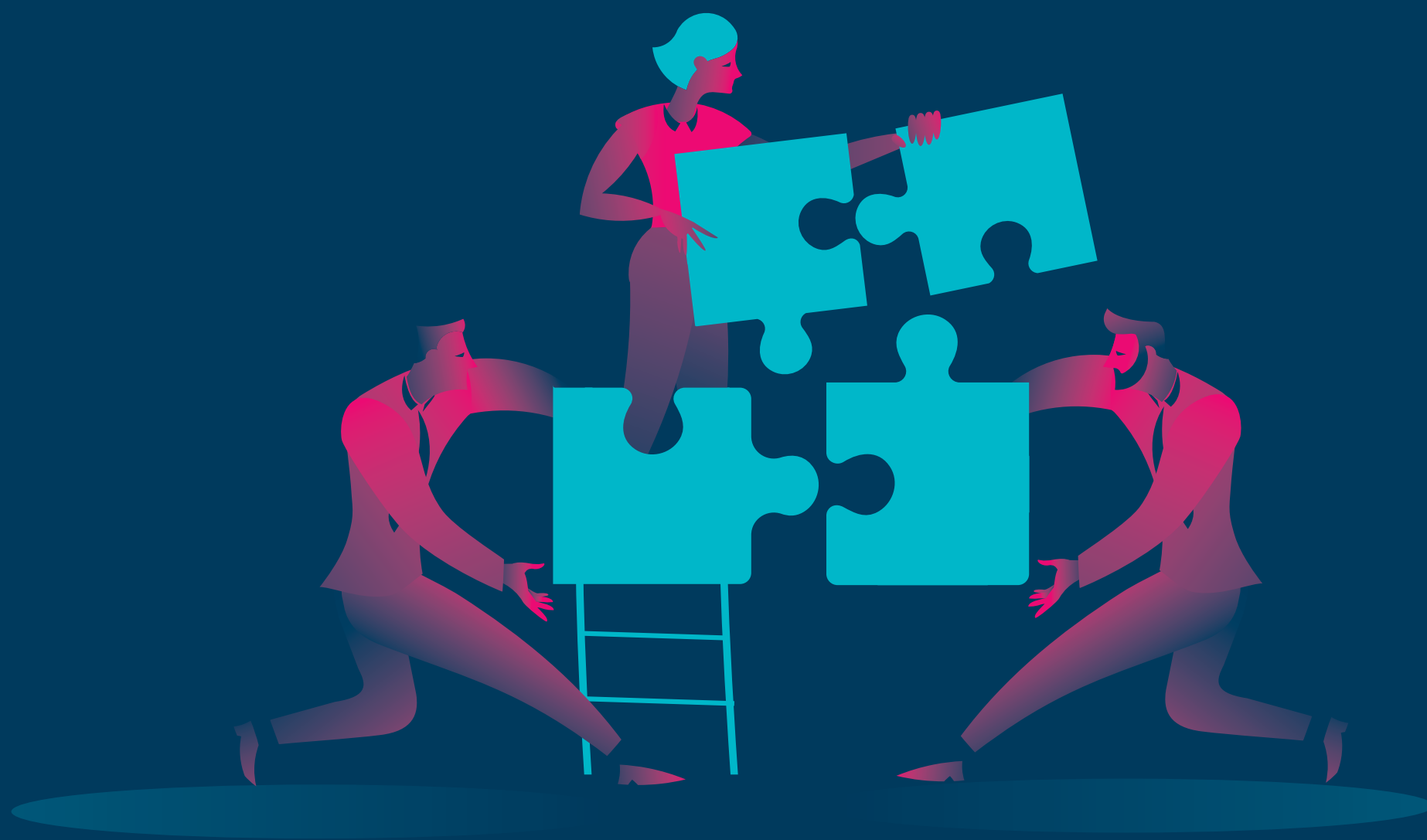


the Salam experience



CEO Message

UNITY IS STRENGTH

HR Article

MANAGING FOR COOPERATION

3rd Quarter 2019

Issue #50



Salam International Newsletter

Not for Sale

editor's note

Sara Abu Issa

Manager, Corporate Communications

Dear Friends & Family of SIIL!

Greetings and Best wishes for the New Year from TSE's Editor's Desk!

At the beginning of every new year there is a tendency for us all to consider the new year resolutions we would like to make. However, something that we spend less time on is an honest, unhesitating review of the past year. Glancing back at the year gone by affords us some valuable opportunities to celebrate the good, focus on what we could have done better and eliminate the bad. But here's the thing - when taking stock of the past 12 months, we rarely list our accomplishments that weren't as visible as the more obvious ones.

As SIIL's people, some of us may have made a quiet change, to our work practices, our attitudes, or our habits. On the grand scheme of things we might have assumed that these changes might not have brought about a significant difference. If one is tempted to think so, you couldn't be further from the truth. 'Workplace science' so to speak, has researched the area of how personal decisions impact the workplace. A significant body of data has proven how impactful positive changes are for the overall work place, it's environment and it's atmosphere. But all that is for the work place.

I however, would like to use this edition of TSE to applaud every single one of you who made a positive change the previous year. Your decision may have been related to your health, your interactions with family and friends, or even about your attitudes. When each of us as individuals decide to change a negative mindset to a positive one, or break a bad habit and replace it with a good one, or even adopt a better, healthier practice related to any aspect of our lives, our overall sense of well being increases dramatically. Some of us may have decided to mind our thoughts and eliminate the negativity in them, or perhaps we decided to separate how we feel from what we do. As subtle as that decision seems, separating what we feel from what we choose to do despite our feelings will bring impactful change. Another quiet decision may have been to stop comparing or to do something new every week. Or we may have decided to listen, even when we want to speak. These among lot's of others are the kinds of quiet decisions and invisible achievements rarely get highlighted or celebrated. So if you are among those who made a positive change in 2019, here's to you!

And, should you be among those who did not make that kind of decision in the last year, a fresh beginning is ahead of you. You have every opportunity to make the kinds of decisions that will bring about a powerful and positive difference. Remember that a "change ready mindset" is an asset you can carry into the new year!

j.fresto@salaminternational.com

+974 4483 8733





ROOM

breaking news

STREAM INDUSTRIAL & ENGINEERING

New projects:

- Client: QATAR ARMED FORCES PROJECTS
- Main Contractor: STREAM
- Project Name: ABM Military College at Duhailiyat
- Client: MSHEIREB PROPERTIES
- Main Contractor: STREAM
- Project Name: MSHEIREB DOWNTOWN DOHA
Miscellaneous works

SALAM ENTERPRISES QATAR

Major Projects won:

- National Service Academy Training camp - phase - 2, 3, 4 at Mazrouah - Supply and Installation of Sports flooring and various equipment, with Al Bandary Engineering.
- Supply of Outdoor Benches for QAFCO.
- Supply and installation of office furniture for Qatar University.
- Interior fit-out works for Center of Transactional Molecular Medicine at new research complex zone-c - Qatar University.
- Supply and installation of office furniture and Carpet for M.S. Engineering.
- Supply and installation of office furniture for Ministry of Public Prosecution.
- Mixed use development project at Airport Road- supply and installation of sports flooring and equipment with Al Jaber Trading.
- Interior fit-out works for Hamad Port Medical Center.



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DEFINING THE PROBLEM: AN EXAMPLE

UNITY IS STRENGTH

THE COMPETITIVE BUSINESS LANDSCAPE IS GETTING TOUGHER. AMBITIOUS INTERNATIONAL PLAYERS ARE ENTERING THE MARKET BY THE DAY. OPPORTUNITIES SEEM SCARCE AND MORE ELUSIVE THAN EVER BEFORE. GIVEN THAT THESE MIGHT VERY WELL BE OUR REALITY, A VALID QUESTION TO RAISE IS, 'WHAT DO WE DO?' ONE SURPRISING ANSWER IS CLOSER HOME THAN WE THINK.



In China they call it Qiye Jituan. In South Korea it is referred to as Chaebol. In Latin America they say grupos económicos and in India the preferred term is Business House. And there in lies a potentially powerful solution that we as SIIL can leverage on.

SIIL has been one of Qatar's oldest, sturdiest and most inventive Conglomerates. We have risen on the calmer seas of success and ridden the waves turbulence in times of adversity with courage. And today, we can boldly say that we have reorganized ourselves and streamlined our sectors for such a time as this.

Faced with the competitive market around us, SIIL's companies can and must develop and perfect our intercompany internal cooperation; be it exchanging market intelligence, sharing projects risks or capitalizing on new opportunities. Given the adjacent capabilities of our companies we have the explosive power and untapped potential to approach joint projects that can complement and enhance our capacities.

The unique value creation potential of our business lies in resourcefully coordinating the solutions we can offer the market. Depending on the requirement we can bring together various combinations of our companies, thereby creating a competitive advantage that can be hard to beat. The Harvard Business Review recently published an article confirming that in emerging markets, diversified business groups continue to thrive by using this simple yet potent strategy.

Businesses like ours with adjacent competencies and strong networks in the market have a better instinct in sensing opportunities and going after them. Because of the strength of the Group centre our companies can scan the current environment, evaluate our intercompany resources and develop more audacious strategies to compete.

Over the past few years SIIL has intentionally empowered our managers to work closely with decision makers across the



Group. We did that in order to give our companies the freedom they need to get creative in forming innovation clusters and go after opportunities that are beyond the scope of a single business entity. These innovation clusters can bring together SIIL's managers and experts from our companies across the Group to share their capabilities, thereby creating new road maps to identify and secure joint projects.

Given that the Qatar 2022 Football World Cup is bearing down on us fast, some opportunities out there in the market will most certainly call for creative collaboration. In response to challenging requirements this season is bringing, with a discerning mind-set we can identify potential synergies within SIIL itself that typically wouldn't be apparent to our individual companies. Working together will offer us an extensive strategic understanding of the operating environment, which single businesses would not necessarily have the prerequisites for. The key is for us now is to know our own companies and be

updated on what they are capable of. Once we get to that point we can draw on the most distinctive and significant abilities that the company possesses and easily set up initiatives that foster the exchange of capabilities and ideas. Should we do choose to do this, we can offer winning solutions to this tough market and walk away with projects that may seem far out of our reach.

As your CEO, I can assure you of my fullest and unreserved support. So be bold, be creative and band together. There are opportunities out there that are waiting for you!

Mr. AbdulSalam Abu Issa

issue article

SALAM INTERNATIONAL

MANAGING for Cooperation



PEOPLE MAY BECOME DIFFICULT IF THEY FEEL THAT THEY ARE BEING POORLY MANAGED OR ARE WORKING WITHOUT CLEAR DIRECTION. DEVELOP YOUR OWN MANAGEMENT SKILLS AND LEARN TO ADAPT YOUR LEADERSHIP STYLE IN ORDER TO WIN COOPERATION FROM THE DIFFICULT INDIVIDUALS.

DEVELOP AN OPEN CULTURE IN WHICH STAFF GIVE EACH OTHER FEEDBACK

RECOGNIZE THAT NEW STAFF MAY NEED MORE SUPPORT

ENCOURAGE INITIATIVE IN EXPERIENCED TEAM MEMBERS

MANAGING EFFECTIVELY

Effective management involves carrying out tasks successfully by deploying resources efficiently to achieve the results required. Check that you have defined roles and objectives clearly, planned and organized resources according to your priorities, and agreed the controls you will use. If someone is still being difficult, you may not have involved that person sufficiently at the planning stage. To keep the individual on board with the rest of the team, make sure that you carry out reviews of progress together.

MANAGING PROJECTS

Ensure that everyone involved understands at the outset the project's objectives and constraints, its key milestones, who is responsible for what, and who will be involved at which stages. By doing this, you avoid the risk of team members becoming difficult later as a result of not being given all the information they need. Reviews, planned in advance and held frequently throughout the project, can then help you to maintain the balance between quality and performance within the budget and to the agreed timescale.

QUESTIONS TO ASK YOURSELF

DO I CONSISTENTLY SET FAIR OBJECTIVES FOR TEAM MEMBERS?

DO I MONITOR EACH INDIVIDUAL'S OVERALL PERFORMANCE?

HAVE I ANTICIPATED AND REMOVED ANY BARRIERS TO ACHIEVING OBJECTIVES?

ARE THERE ANY RECURRING PROBLEMS THAT INDICATE A NEED FOR ME TO DEVELOP MY SKILLS?

DELEGATE TO SHOW TRUST IN PEOPLE - THIS CAN HELP TO PREVENT THEM FROM BECOMING DIFFICULT

GIVE CONSTRUCTIVE FEEDBACK IN ORDER TO ENCOURAGE STAFF

PROVIDING FEEDBACK

Feedback helps people to see themselves as other see them. Without feedback, a team member may continue to perform in a way that is no longer effective. However, feedback can be seen as a threat. Someone who expects negative criticism may become withdrawn or defensive. Give feedback regularly until it becomes accepted as the usual routine. Focus your feedback on behavior or results rather than the person, and on what is important and within his or her control to change.

COMPARING FEEDBACK

Feedback can have a positive effect or a negative one. Positive feedback is constructive and concentrates on what is important. Negative feedback is judgmental, overcritical, or irrelevant.

POSITIVE FEEDBACK

- IS GIVEN AS SOON AFTER THE EVENT AS POSSIBLE
- IS DELIVERED ONE TO ONE
- IS CONSTRUCTIVE, FACTUAL AND SPECIFIC
- IS BALANCED AND OF FUTURE BENEFIT TO THE RECIPIENT

NEGATIVE FEEDBACK

- OVERWHELMS THE RECIPIENT WITH TOO MUCH INFORMATION
- IS DELIVERED IN FRONT OF OTHER PEOPLE
- IS OVERLY JUDGMENTAL, CRITICAL, OR TAINTED WITH EMOTION
- DWELLS TOO MUCH ON THE PAST

LEADING PEOPLE

Be prepared to adapt your leadership style with someone you find difficult, because the style you find comfortable will not work in all situations. Avoid telling someone how to do things - instead say what needs to be achieved and why, letting him or her work out how to reach the goal. A leader must also delegate well or risk overload or stress that affects the team, who may react by becoming difficult. Brief delegates on the outcomes and standards required, giving them the authority needed, and agreeing when you will review progress.

happenings

SALAM HOSPITALITY

EATOPIA AND CAFÉ #999 AWARDED 2019 CERTIFICATES OF EXCELLENCE BY TRIPADVISOR

Salam Hospitality has further cemented its position of being at the forefront of the country's food and beverages category through recognition from TripAdvisor. Two of Salam Hospitality's brands - Eatopia, located in The Gate Mall, West Bay, and Café #999, located in Fire Station Gallery - have been awarded the Certificates of Excellence by TripAdvisor for the year 2019.

TripAdvisor is an international review aggregator that is widely renowned in the hospitality industry for serving as a platform for highlighting the voices of genuine customers and its reviews are viewed and trusted by millions

of its users worldwide. Certificates of Excellence are awarded annually by TripAdvisor globally to a select few restaurants that are consistently excellent and deliver quality customer experience as confirmed by the reviews of its users.

Salam Hospitality is extremely proud of this achievement by its top tier brands and shall continue to endeavor towards maintaining the winning streak in the years to come. The certifications are a recognition of the constant efforts undertaken by the organization to elevate the dining experience of its patrons with an innovative food and beverages menu, personalized service and an engaging ambience.



SALAM STUDIO & STORES QATAR

IPG 2ND SEMESTER TRAINING

Interparfums Group held its 2nd Semester Training for 2019 last September 3, 2019 at Dusit Hotel Doha. The training was conducted by Mr. Charbel Abi Saad, Training - Merchandising Manager of Creation Alexandre Miya Paris. New launches for the last part of 2019 such as Jimmy Choo Urban Hero and Dunhill Century Blue were the focus during the training.

It was attended by Mr. Mohamad Saad - Brand Manager of Interparfums Group, Interparfums Group Staff, PE Retail Team and PE Marketing Team.



TOP NOTE GHARRAFA 10th year Anniversary

Top Note celebrated another milestone as its Gharrafa branch marked its 10th year anniversary last July 15, 2019. A simple celebration led by Top Note Shops Manager, Ms. Mardee Fernandez was held in the shop together with Top Note and PE Marketing shops. The shop also offered a Special Price Promotion during that period as their way of saying thank you to their loyal customers.



TOP NOTE MAKE UP TUTORIAL FOR CROWNE PLAZA & HOLIDAY INN HOTEL STAFF



Top Note in partnership with PUPA cosmetics conducted basic makeup tutorial classes for 3 consecutive Saturdays last July 13, 20 and 27 for Crowne Plaza and Holiday Inn Hotel staff. The makeup class focused on helping the staff many important make up techniques like choosing the right color for their complexion, shaping and enhancing their eyebrows and choosing the right makeup tools and taking care of them.

It was attended by Crowne Plaza Hotel Staff, Ms. Mardee Fernandez – Top Note Shops, Manager, Top Note Staff and PE Marketing Staff.

SALAM TECHNOLOGY

GROW YOUR BUSINESS WITH Autodesk AEC COLLECTION



25th September 2019 witnessed a successful event hosted by Salam Technology at the prestigious Mondrian Doha Hotel there-by Presented the technique of Grow your Business with Autodesk AEC Collection.

In to the world called 'BIM Technology', Salam Technology, a leading Technology Integrations Company and the Autodesk Gold Partner based in Doha, Qatar, showcased the newest functionality and version of its BIM Solution, which is being used by several of the largest companies and for the most complex projects within Construction, Oil and Gas, Government and Engineering.

Building Information Modeling (BIM) is a process that begins with creating an intelligent 3D model and then uses that model to facilitate coordination, collaboration, simulation, and visualization. BIM helps construction firms improve buildings and infrastructure projects - from planning through delivery. BIM can alleviate many of the business challenges that construction professionals and owners face by providing greater project insight earlier in the process to help them make more informed decisions.

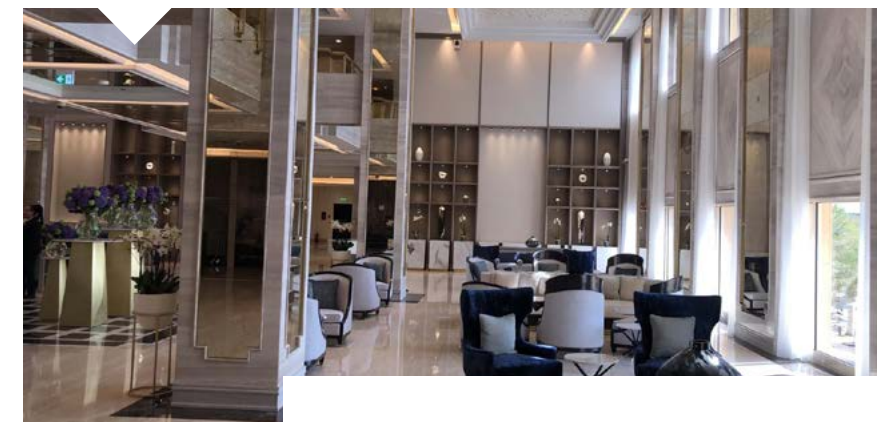


SALAM INDUSTRIES

SALAM INDUSTRIES, Projects

We have completed fit out and MEP works project for Commercial Bank Qatar Branch at Le Boulevard Al Sadd Street.

We have been awarded fit out and furnishing of Intercontinental Hotel by Gulf Hotels Company.



SALAM ENTERPRISES QATAR

SALAM ENTERPRISES QATAR *Completed* project

Recently finished and handed over project - Development of Katara Hills. Supply and installation Jogging track at Katara hills.



new births

SALAM STUDIO & STORES QATAR

Juancho Sebastian
Son of Mr. Ralp Lauren Lumanlan
- IT Department



Amethy Garnette

Daughter of Ms. Jane Coronado,
Fashion Division and Mr. Aldrick Arindaing,
Retail Division.

warm welcome

TO OUR NEW TEAM MEMBERS

SALAM ENTERPRISES QATAR



Mr. Alexander Abas Baculo
joins us as Quantity Surveyor



Mr. Florenio Nilo Sadiwa
joins us as Quantity Surveyor



Amer Abu Naaj

Please tell us your Name and Designation

AAN (Amer Abu Naaj): I am, Amer Abu Naaj and I am part of the SIIL Group, serving as the Properties Manager at Salam Bounian Development Co. as well as The Gate Mall.

Tell us a bit about your background and your training

I come from a Business Background and Training. My career began in the year 2000. As an aspiring professional in the business sector I had the goal of getting to know a variety of different businesses.



occasions

SALAM BOUNIAN

Farewell TO MR. NEVILLE KOEN

Salam Bounian and The Gate Management team took the moment to express their gratitude to Mr. Neville Koen who has been with the company for 12 years.

We would like to thank Mr. Neville Koen for his commitment and dedication and wish him all the best in his future endeavors.

employee EXPERIENCE

Having done that, I rooted my career in real estate sector in the year 2003. It is at that point that, that I joined Salam Bounian.

What year did you join Salam and what was your job title at the time?

I joined the SIIL Group in 2007. My job title at the time was Salam Bounian Properties Operations Officer. At the time our company was at its very early stages.

How did you progress in your career and arrive at the point that you are at today?

Since joining Salam, my career path was clear. The Management of the company supported me unhesitatingly. As I rose through the rungs of the corporate ladder, I had every support given to me by SIIL's top tier Management. They provided me with all the tools and knowledge I needed to develop my career - for that I am so grateful to each one of them.

While at SIIL has the company invested in training and developing you as a professional?

Yes definitely, I have been fortunate to receive a number of key training initiatives. In fact my career developed as a result of those capacity building programmes. There have been several specialty courses I have taken up related to my business sector. If I am to mention a few of them, I have successfully completed a Certificate in Operations Management conducted by the George Washington University, A Marketing Shopping Centres Certificate conducted by the Middle East Council of Shopping Centres, and a Shopping Centre Management Certificate conducted by the ICSC - (International Council Of Shopping Centres) of which I am currently a member of the Council.

How did you join the Salam Group? Was it through a recommendation of someone or did you apply directly to the company?

I applied directly to the company - and went through many interviews. So that shows SIIL's openness to attract talent from outside, for which I was very glad.

Tell us something you love about your job?

We are in a business of making money through property. Properties Management is a very interesting career, and it has a huge variety of challenges. This is something I love. As a Manager I get the opportunity to be involved in a wide and varied set of tasks starting from increasing and enhancing the value of the properties, to leasing, business planning, financial and development, budgeting, marketing, community relations, personal management, crisis management, PR, security, maintenance of equipment and the management of physical plants etc. So you can see that in such a career there is never a dull moment!

Tell us something you learned from someone at Salam?

To focus on what I do, and to be timely but wise in my reaction and remain flexible, shifting gears or directions as necessary.

If you pick 3 things about work to tell your team, what would those 3 things be?

I would tell them (1). To always be updated with the company and the management goals and missions. (2). To understand their role in this mission, to trust their ability, and keep developing the way they work, by learning and asking questions. (3). To be open to the changes happening around them, especially in their field of work, and even if it seems uncomfortable to use such circumstances as an impetus to grow.

What is one principle that you always follow in life?

Have a vision and move forward.



SIIL INVESTS IN QATAR'S FUTURE

Rodaina Loauy Hashem

SIIL recognizes that the future of Qatar is in the hands of the nation's youth. Giving expression to what we believe SIIL stepped forward to sponsor the university education of one of the country's talented young people. TSE sat down for an interview with Rodaina Loauy Hashem and asked her to share with us a bit about her journey.

Give us a small brief about you and your background

My name is Rodaina Loauy Hashem. I am 23 years old. I was born in Qatar and I live in Qatar. I attended Rabaa Al-Adaweya Secondary School. Thereafter, I took up my university education.

What is the degree programme you signed up for and at which university did you study?

I studied at Qatar University, at the College of Health Sciences. My major was in Public Health Education/Promotion. It has always been my dream to be a graduate of Qatar University because of its high level of education. I was also aware that Qatar University had a distinguished faculty.

When did you complete your Degree?

In June 2019

Why did you pick this particular field of study?

As you know the field of health is wide and it has many great challenges. However, I have always been confident that I will innovate and make great achievements if I step into this area of study. Also, I had the confidence that these innovations will be on a practical and personal level. The specialty of public health is one of the most important needs in the medical market in the State of Qatar and the world. If you think about it, health and prevention are among

the most important elements of a healthy and safe society. I'd like to quote Hippocrates on this because he once said "The greatest medicine of all is teaching people how not to need it".

We have heard that you picked up several honors at university. Can you tell us about them?

Yes, I've been listed and honored with a place on the Dean's List of The College of Health Sciences at Qatar University, for brilliant academic achievements and commitments to my major and career. In addition, I was also awarded at the White Coat Ceremony of the College of Health Sciences, for becoming eligible to be a practitioner for field practice. This came as a result of me completing all the degree requirements offered on-campus. My training was with Hamad Medical Corporation (HMC) - at their Diabetes Clinic. This was one of best experiences of my life so far.

You were also among a selected few who traveled outside of Qatar and received training as part of your experience. Can you tell us about that?

During my senior year, the Faculty of the Department of Public Health - at the College of Health Sciences chose me and three other girls from among the students of the third and fourth years, to join a project by the Qatar Fund for Development in partnership with Orbis Fly Eye Hospital (NGO) and Qatar Creating Vision. This was for a trip to Bangladesh. The trip was organized to visit funded partner hospitals and refugee camps in different locations within in Bangladesh. It was an amazing experience and I will not forget it for the rest of my life. It taught me a lot and I learnt about different health topics that I was not exposed to before. I also learned new techniques for health education and promotion. Global health is something that I consider to be of utmost importance and I believe that we should all work hand in hand to save each other from diseases, hunger, war, and disasters.

Following the completion of your degree, what are you engaged in right now?

After completing my degree I joined Hamad Medical Corporation for an internship at The Diabetes Clinic as a Diabetes Educator for three months from September- November 2019.

What is your final goal? As in what career do you aspire to build?

My aspirations and desire to learn continues because I believe learning is a life long process. I don't want to stop at the point of getting only a bachelor's degree. To me that's only the first step. My future is ahead of me and it is full of possibilities. So I am looking for a master's degree in Epidemiology. From then on I would hopefully go for a PhD. As for my goal, I would like to work in hospitals here in Qatar, or some big name companies related to health services, or the Ministry of Public Health. If I expand my scope I know there might be openings to work in international health organizations such as the World Health Organization or the Center for Disease Control. As for my private life, I hope that I will always be a source of pride for my family and that I will honor them and become a big name in the future.

Tell us a bit about your family...

My family was the first supporter in my journey. They played an important role in overcoming all the hard times. They supported me through many days of ups and downs over the years. Without them, I wouldn't have achieve even half of the work I have been able to do. So I dedicate my success to my honored family.

Who are your greatest encouragers and what is one thing you have picked up from them?

Definitely my mother and father! I always try to make them proud through what I do. They are the most



important people in my life, and without them I wouldn't be here. The support and love they gave me was enough to achieve success in both my academic life and personal life.

Who is your greatest critic? The one who challenges you to do better and be better?

My greatest critic is myself! At the end of the day I am the one responsible for my decisions and my actions. So I always push myself forward to be better than the person I was yesterday or a month or even a year ago! I do believe that I am capable of achieving many amazing things in life, so I am the one who is pushing myself to do better and better. It is my way to not wait for people to tell me what to do and what not to do because not everyone around you wishes you good luck!

Tell us three life lessons you have learnt so far?

Make your parents proud. Believe in yourself. Work hard.

If you had an opportunity to address a group of younger, pre-university students, what would you say to them?

I would say that believing in yourself and your potential is important. It is the way forward to get to big achievements and reach for huge opportunities. Those are the keys to a bright future built by you and only you. I would also tell them to study what you love and work hard to achieve your dreams because nothing is impossible in this world.

Having been a highly successful and a high-achieving graduate, what would you say to Salam about investing in young student's lives?

I would love to say a big THANK YOU to Salam for investing in me and believing in my dreams and sponsoring my university education! It was an honor to be part of the Salam family through the connection they made for me by being generous enough to bless my life in this manner. No words can describe how thankful I am. I would especially like to thank MR. ISSA ABDUL SALAM ABU ISSA, MR. HUSSAM ABDULSALAM ABU ISSA, AND MR. ABDULSALAM ABU ISSA, for investing in me.

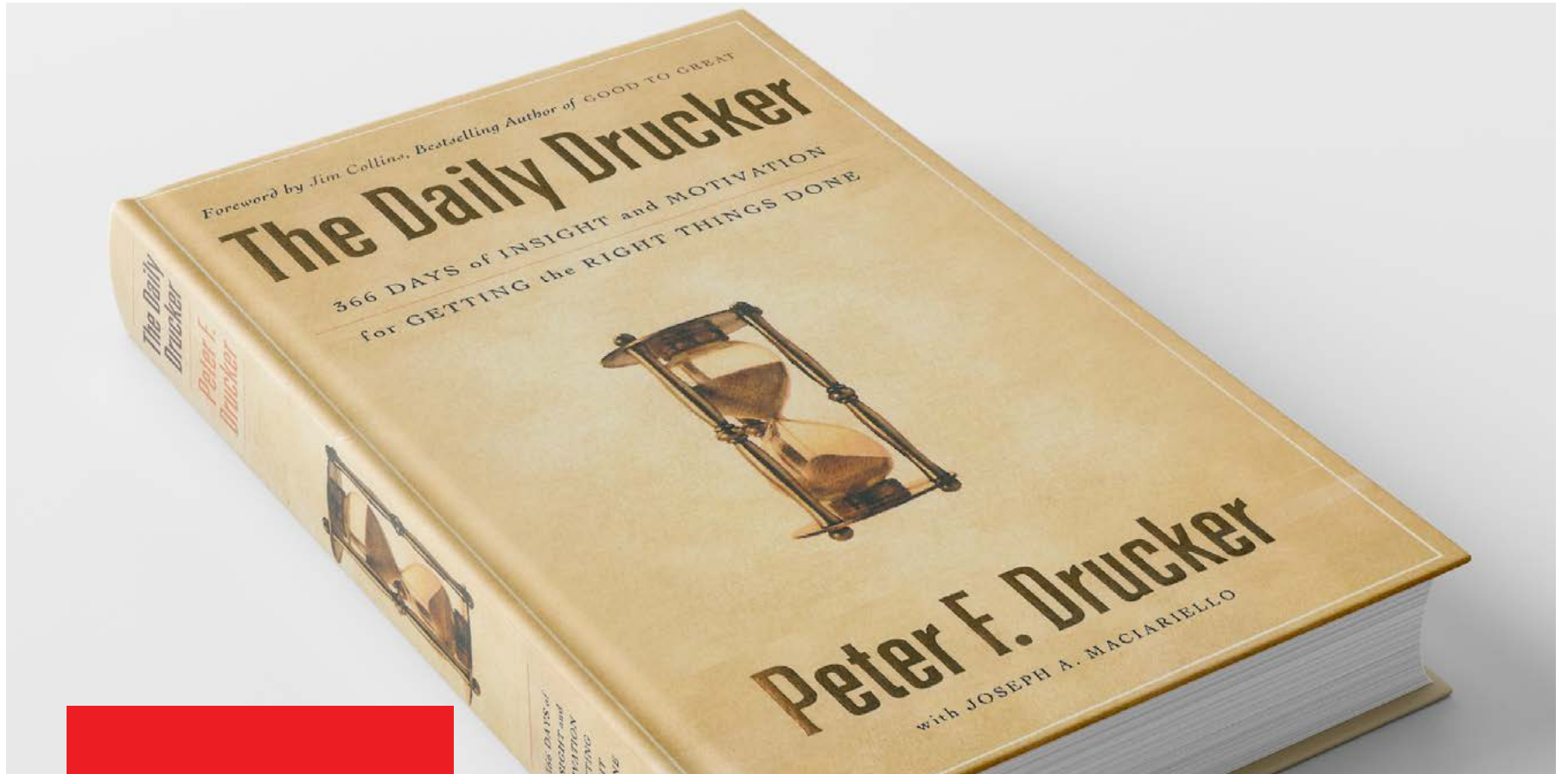
If you have a room full of CEOs from Qatar's top corporations what would you say to them?

I would tell them that investing in young students can change the world and I would also tell them that we are the future and a brighter future can be brought into this world if they reach out and choose to help.

Finally, what would you like to say to your university and your professors?

I would like to extend my sincere thanks and appreciation to all the distinguished professors who taught me. I would also thank the officials at the university, because it was my pride and joy to be a graduate of Qatar University and I will always consider that to be an honour in my life.

bookworm



DEFINING THE PROBLEM: AN EXAMPLE

The right answer to the wrong problem is very difficult to fix.

Defining the problem may be the most important element in making effective decisions-and the one executives pay the least attention to. A wrong answer to the right problem can, as a rule, be repaired and salvaged. But the right answer to the wrong problem, that's very difficult to fix, if only because it's so difficult to diagnose.

The management of one of America's largest manufacturing companies prided itself on its safety record. The company had the lowest number of accidents per one thousand employees of any company in its industry and one of the very lowest of any manufacturing place in the world. Yet its labor union constantly berated it for its horrendous accident rate, and so did OSHA. The company thought this a public relations problem and spent large sums of money advertising it's near perfect safety record. And yet the union attacks continued. By aggregating all accidents and showing them as accidents

per thousand workers, the company did not see the places where there was a very high accident rate. Once the company segregated its accidents and reported them in a number of categories it found, almost immediately, that there was a very small number of places, about 3 percent of all units that had above average accident rates. But they were the places the union got its complaints from, the places whose accidents got into the papers and into OSHA reports.

Action point:

The manufacturing company described above defined the problem of its accidents as a public relations problem. What "facts" did this problem definition ignore, making it the wrong definition?

The Effective Executive
The Elements of Decision Making
(Corpedia Online Program)

designed by

[the creative union]

The Salam EXPERIENCE is published each quarter by the Corporate Marketing & Communications Department. Its purpose is to recognise employee accomplishments, inform the readers of upcoming events and to report stories of interest to the employees of Salam International Investment Ltd. To be accepted for publication, information must pertain Salam International Investment Ltd. activities, personnel or family members of Salam International Investment Ltd. Submissions will be edited for clarity, brevity, and to meet space limitations.

The Corporate Marketing & Communications Department reserves the right to decide whether or not a submission is newsworthy or acceptable for this medium.

Please e-mail your comments, suggestions and/or submissions to: salamexperience@salaminternational.com or Sara Abu Issa, Corporate Communications Manager at s.abuissa@salaminternational.com or via fax to +974 44838732

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