

Participant Materials

The 2002 Linkage Excellence in Management & Leadership Series

Diversity

Featuring Benazir Bhutto



Dear Participant:

Welcome to Linkage's 2002 Excellence in Management and Leadership Series. Today's program, *Diversity*, features Benazir Bhutto, former Prime Minister of Pakistan. Specifically, the program will focus on:

- How leaders who embrace diversity and difference will stay ahead of the learning curve
- How unwavering commitment to an organizational value system will allow leaders to survive in times of turmoil and thrive in times of prosperity
- How leaders who promote organizational commitment to social responsibility, community involvement, and economic justice will be the true leaders of the expanding global economy

Benazir Bhutto is the author of *Foreign Policy in Perspective* and *Daughter of Destiny*.

These participant materials have been designed to complement your conversation with Benazir Bhutto. Use them to record your notes, ideas, questions, and insights. You will also be able to submit questions directly to Benazir Bhutto via fax, telephone and/or email.

Learning is an activity that requires more than passively watching a speaker. Simply watching today's program will neither instill leadership knowledge or skills, nor result in an immediate change in your organization's culture and strategic positioning. Learning requires the active engagement of your mind and spirit - the motivation and drive to reflect, apply, practice, and experiment.

About Linkage

Linkage, Inc. is a leading provider of leadership and management development training programs, services, and products. More than 30,000 executives and management professionals have attended a Linkage institute, conference, workshop, or corporate education program. Linkage also provides assessment, consulting, and research services to Fortune 500 companies and other leading organizations. Founded in 1988, Linkage is headquartered in Lexington, Massachusetts, with regional offices located in Atlanta, Brussels, London, Minneapolis, and San Francisco. In both 1997 and 1998, Linkage was honored as one of the "Inc. 500 Fastest Growing Private Companies in the United States."

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SECTION 1

Satellite Program Materials

What You Will Learn

Participation in this program with Benazir Bhutto will be your opportunity to hear her dramatic experiences as the leader of one of the most hostile political environments of our time.

Introduction and Basic Premises

As the first female leader of an Islamic state, Prime Minister Bhutto guided the Pakistani people into the future. The ever-expanding global economy and globalization made Prime Minister Bhutto's task a difficult one as she was faced with increasing religious, ethnic and gender diversity-both in Pakistan and abroad. Prime Minister Bhutto will address the inherent challenges, opportunities and issues facing leaders in a world which is becoming increasingly diverse and multiethnic.

Question-and-Answer Session

- If you are participating only in the live presentation of this program, complete the fax form, send an e-mail or call your questions to Benazir Bhutto using the question sheet on page 13.
- If you are participating in a post-broadcast program, share your questions with your seminar coordinator and your colleagues during that time.

When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs - and we rely on you to help make this happen. Complete your participant evaluation form at:
http://www.linkageinc.com/training/satellites/satellite_evals.shtml

Pre-Presentation Activities

- Become familiar with Benazir Bhutto's accomplishments by reading the following biographical sketch:

Ms. Benazir Bhutto, at the age of 35, became the youngest Chief Executive in the world and the first female Prime Minister in the Muslim world. On October 19, 1993, Benazir Bhutto, then 40, was sworn in for the second time as Prime Minister of Pakistan.

From July 1977 to 1988 as a leader of the Pakistan People's Party, Benazir Bhutto waged a relentless struggle for the restoration of democracy and human rights in the country. She had been imprisoned under deplorable

conditions for long years, witnessed the trauma of the hanging of her father in April 1979 and was exiled. While under incarceration, her life was constantly threatened by the authorities and also from illness. Ms. Bhutto was eventually forced into exile by the dictatorship. Throughout this extraordinary ordeal, she faced the oppression with courage and determination, never once backing away from her responsibility to her family, to her country and to the principles of democracy and human rights.

Arrested nine times and held in detention or in prison for more than five-and-a-half years, Ms. Bhutto became an international symbol as she led the fight for the restoration of democracy in Pakistan from her prison cell. Called the Movement for the Restoration of Democracy (MRD), the alliance mobilized the people to put pressure on the government to hold elections in the country and hand over power to the representatives of the people.

From exile, Ms. Bhutto continued to guide the resistance to the military regime in Pakistan, mobilizing world public opinion on behalf of the restoration of democracy to her people. From exile she reorganized the internal structure of the Pakistan People's Party, strengthened the channels of communication between the leadership and the rank-and-file membership, and provided for consultation at the grass-roots level with the party cadres in the decision-making process. She returned from exile to Pakistan in April, 1986 and was welcomed back with a reception which has no parallel in the contemporary history of South Asia.

The turning point in the country's political set up came with the death of General Zia-al-Haw in a plane crash in August 1988. General elections were held in Pakistan on November 16, 1988. The Pakistan People's Party won a majority of seats in the national Assembly and Ms. Bhutto was invited to form a government, thus beginning her first term as Prime Minister of Pakistan.

Declaring that "democracy was the best revenge" she decided to guide people from almost anarchy to the management of democracy. She acted forcefully to restore constitutional freedoms. She lifted the ban on students' and trade unions imposed under the military dictatorship, immediately restored freedom to the press and agreed to separation of the judiciary from the executive. During her 20 months as Prime Minister, the government built 8000 public and secondary schools and electrified 4600 villages throughout the country. The budgetary allocations in these sectors were increased so that fruits of democracy and freedom could reach the common man. Similarly, in the domain of foreign policy, her government pursued an aggressive and dynamic policy.

Although Benazir Bhutto was democratically elected Prime Minister with an overwhelming popular mandate to serve for a full five year tenure, the entrenched institutions of dictatorship and martial law combined and

plotted to bring down the people's government. On August 6, 1990, after having been in office for less than half of her tenure, President Ghulam Ishaq Khan unconstitutionally dismissed her government in what the international press called an "extra-constitutional coup." To ensure that the People's Party was not returned to power, the President and caretaker Prime Minister filed a series of references against Bhutto and her husband who was arrested and imprisoned despite the fact that none of the charges could be proved.

Ms. Bhutto was the leader of the Opposition from 1990 to 1993. Her party questioned the fairness of the October, 1990 General Elections until July, 1993, when the President of Pakistan dismissed the government and called for fresh elections. Ms. Bhutto and the People's Party were elected with a broad mandate, beginning her second term as Prime Minister with strong popular support.

Former Prime Minister Bhutto was born in Karachi on June 21, 1953. After completing her early schooling in Pakistan, she was educated at Radcliffe College and at Lady Margaret Hall, Oxford. In 1977, she completed Oxford's diploma course in International Law and Diplomacy and returned to Pakistan. Former Prime Minister Bhutto is author of two books: *Foreign Policy in Perspective* (1978) and *Daughter of Destiny* (1988).

- Read the following editorial:

To Defeat Terror, U.S. Must Extend Democracy

The Wall Street Journal, September 25, 2001

I feel America's pain. Four of the happiest years of my life were spent at Harvard, where I learned of America's freedom, tolerance, pluralism, openness, and equal opportunity for all citizens.

The microcosm of America that was destroyed on Sept. 11-people of all races and religions-is everything the extremists fear. These were educated men and women, working side by side as equals. They were busboys and window-washers earning money to send their children to college to have a better life than their parents. There were Muslims, Christians, Jews and Hindus, together and indistinguishable, building world-wide trade and communication. Modernity and diversity are the fanatics' worst nightmare.

At this time of crisis, the American people must remember that those who use violence and terror in the name of Islam are hypocrites: Their goal is to establish theocracies of ignorance that they can control and manipulate for their own political ends. They oppose Western values. They also oppose Islamic principles.

Samuel Huntington of Harvard wrote of an inevitable clash of civilization between the West and the Islamic world. The clash is not inevitable. The precepts of Islam are consistent with those of the Judeo-Christian world which preceded it.

In the Muslim Holy Book, Abraham is our father, just as Moses and Jesus are our prophets. There will only be a clash of cultures if we allow ignorance and fanaticism to take control. Those who would use commercial airliners as bombs against cities to provoke the clash of cultures strive to destroy peaceful co-existence. They want this to be a war between Islam and the West, not of the civilized world against terror.

Those in the West who would target and beat innocent Muslims as a response only jump at the fanatics' bait, and advance the fanatics' goals.

As prime minister of Pakistan, I stood up to, and battled with, many of these same people, including Osama bin Laden. I closed their universities that taught violence and disarmed their madrassas, or religious schools, that turned children into fanatics and criminals. I tried to restore law and order to our cities under incessant assault from terrorist attack. My government extradited terrorists, like Ramzi Yousef, who exported death and destruction to New York in the 1990s.

They struck back at me and my allies. They destroyed the Egyptian embassy in Islamabad. They burned our National Assembly, hijacked a school bus, gunned down diplomats and businessmen in the streets, and organized and financed schemes to topple my government. Despite the political price paid, my regret is that our democratic government fell before they brought more terror to Pakistan and then to America.

As the international community prepares an effective response to the most monstrous terrorist attack in history, we can remember the lessons of history and avoid repeating the mistakes of the past.

In the closing days of the Soviet occupation of Afghanistan, during a state visit to Washington, I cautioned the U.S. administration that our joint policy to defeat the Soviets had empowered the most extreme elements of the Afghan mujahideen at the expense of the moderates. The overall policy of standing against Soviet aggression in Afghanistan was right. Yet the early decisions by the CIA and its Pakistani counterpart at Interservices Intelligence to arm, train, and supply the most extreme fanatics unknowingly sowed the seed for the 21st-century terrorism now unfolding around us.

In our governments' combined zeal to defeat the Soviets, we failed to plan a postwar Afghanistan built on coalition, consensus and cooperation. The fundamental mistake, contributing to a long-term historical calamity, was our inability to uphold in Kabul the values of freedom, democracy and self-determination that ultimately undermine the basic tenets of terrorism.

Just as democracies do not make wars of aggression, democracies also do not sponsor international terrorism. The Pakistan Peoples Party that I am proud to lead has given support to Pakistan's military regime at a time of internal crisis. As the extremists took to the streets, we put aside partisan considerations in supporting Islamabad's decision to assist the American-

led international effort against terrorism. There is no large-scale violence in Pakistan's cities because the democratic parties of my country have rallied round the administration in confronting terrorism.

And, as we proceed, together, to combat the immediate threat, let us keep sight of the long-range threat, and the long-range opportunity.

This is the time to promote reconciliation by encouraging moderation and compromise among Muslims and Hindus in Kashmir, Muslims and Jews in the Middle East, Muslims and Christians in the former Yugoslavia. Let us remember that building a moderate, stable and democratic political structure in Afghanistan could have marginalized the Taliban and the Osamas of this world well before they unleashed their terror war against the people of Afghanistan and of New York.

The goal of U.S. policy must be to promote stability and to strengthen democratic values. Gen. Pervez Musharaf, Pakistan's military ruler, has made the right decision to stand with America at this moment of crisis. He has also promised elections in 12 months. South Asia's regional security depends upon a democratic Pakistan. The U.S. and its allies need to ensure that these elections are free, fair and open to all parties and candidates.

A democratic Pakistan is the world's best guarantee of the triumph of moderation and modernity among one billion Muslims at the crossroads of our history. The alternative of a long-term, nuclear-armed Pakistani dictatorship has consequences that could make Sept. 11 look like a mere prelude to an even more horrific future for the civilized world.

- Read the following excerpt, and then respond to the questions that follow:

Benazir Bhutto has written about her formative educational experiences that shaped her leadership principles and her commitment to diversity and human rights.

"As a child of my age, in the late sixties, I was influenced by the social ferment around me. The worldwide students movement, from Rawalpindi, to France, to Washington, were important factors in my youth. The fight against apartheid shaped the ferocity of my commitment to stand up for principle. The burgeoning movement for women's rights empowered and emboldened me.

As an Asian at Harvard, I bitterly resented the war in Vietnam and joined up with American students to protest a war that they thought was unjust and did not want to fight. These important steps helped shape my outlook on life, helped me focus on fighting injustice, promoting freedom and safeguarding the rights of the weak and dispossessed. But above all, in America during the Vietnam War I saw the awesome power of the people to change policies, change leaders, and change history.

From Harvard I went to Oxford, where Enoch Powell was threatening to throw all Asians into the sea. While I was at Oxford, the Conservative

party chose a woman, Margaret Thatcher, as the Leader of Opposition and the idea of the first female British Prime Minister became a hot topic for student discussions. At Oxford, I was the first female foreigner to be elected as President of the Oxford Union. The Oxford Union reflects the British House of Commons. It was there that I learned to debate, slowly gaining confidence before an audience. I had been told that as a foreigner, I could not win the Presidency and should not run. I had been told that as a woman, I could not win, and should not run. But I did run and did win and overcame my fear of losing. I learned to overcome fear and to take risks. I learned never to give in when the task seemed formidable or impossible."

- Answer the following questions:
 - What formative experiences helped to shape your values and approach to issues of diversity?
 - How is diversity defined in your organization? Is it reflected in your organization's values? In its culture and actions?
 - What practices and / or systems support and encourage diversity in your organization?
 - What specific actions do you take to support and encourage diversity in your part of the organization (department or team)?
 - Think about a successful woman leader in your life or in your organization. In your opinion, what made her successful?
 - How is global diversity affecting your organization, your customers, your marketplace? What challenges and opportunities are you facing due to rapidly increasing globalization?

During This Program

- Participate!
- Submit questions to be addressed by Benazir Bhutto during the question-and-answer session. She will respond to questions in the latter third of the program. To submit questions, either complete the fax form, submit an e-mail or call in when prompted during the program. The fax form, e-mail and phone numbers can be found on page 13.

Post Presentation Activities

- Answer the following questions:
 - What did you find most memorable in Benazir Bhutto's address?
 - What surprised you in her presentation?
 - What challenged your thinking?
 - What spoke most directly to your needs and interests?
 - Ms. Bhutto speaks passionately about the need for all of us to question the status quo and the constraints that traditions can impose on our full and equal participation. What might you need to question in the status quo that operates in your team, organization, and community?
 - What commitments and actions can you take to model and support the fundamental principles that Ms. Bhutto addressed in her broadcast?
- Complete and submit the participant evaluation form found at: http://www.linkageinc.com/training/satellites/satellite_evals.shtml
- Review the key points, your notes and insights and discuss with your colleagues to reinforce your learning.

SECTION 2

Forms

Question Sheet

Use this form to write your questions for Benazir Bhutto or for discussion among your colleagues. Please write clearly.

Name (optional)

Organization

Location

Your question (25 words or fewer):

Fax 1-877-892-0170 (from within U.S.)
646-349-3661 (from outside U.S.)

Email leadership2002@linkage-inc.com

Tel 1-800-489-8814 (from within U.S.)
801-303-7412 (from outside U.S.)