

Performance appraisals are not part of Pakistani management culture, especially in government. If you must evaluate subordinates, do it individually and in private so as not to erode their self-esteem.

Planning and scheduling

After working in Pakistan for a while, most Canadians realize that the schedule they have set out for themselves is unrealistic. You need time to build relationships, to listen and learn. If you rush, your frustrations will rise and you will have limited success.

When scheduling tasks, you need to compensate for delays owing to sickness, weddings, funerals, religious holidays, personal business, transport strikes, and other unforeseen events. If a staff member's relative or friend dies, it is imperative that he or she attend the funeral. No matter how important, you and your work will have to wait. People drop everything to pay their last respects. When planning your work, build in extra days to compensate for such inevitable events.

In spite of a more relaxed attitude towards time, deadlines can be an effective motivator. Since Pakistanis tend to leave many tasks until the last minute, artificial deadlines may help to ensure that the work gets done. Be

careful not to "cry wolf" too many times.

Delegating work

In Pakistan, an individual's responsibility is to the process, not the outcome, while the western approach is more result-oriented. This may be related to the importance accorded to fate and the general perception that most outcomes are beyond an individual's control. Pakistanis do what they can to ensure that their role in making something happen has been fulfilled, but what they regard as their responsibility does not extend very far. For example, once work is delegated, it is no longer the individual's responsibility.

When you assign work to your Pakistani staff, chances are they will assign all or part of it to junior staff and not follow up afterwards. Each person along the line abdicates responsibility, with the result that low-level staff are left with more work than they can handle. You will have to follow up on everything you assign, and train your staff to take responsibility if you want to be sure that the work gets done. When delegating, make sure your instructions are explicit. It is helpful to distribute a written record of all work assignments and schedules and ask for written progress reports.