

Domestic Economic Roundup

Key Money & Banking Indicators*

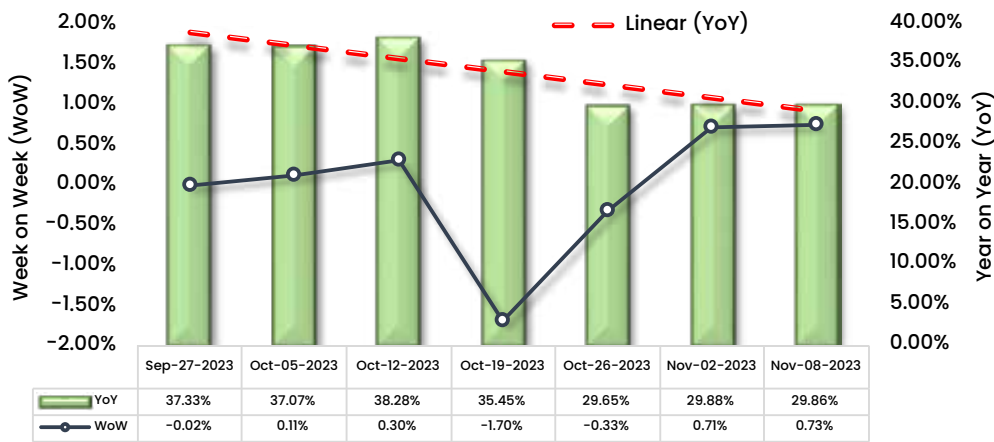
	Stocks at End - June 2023 ^a	Flows		Monetary Impact Since 1st July to	
		FY22	FY23 ^b	06-Oct-23	07-Oct-22
Total Deposits with Banks	22,262.4	2,615.1	2,327.6	419.5	(260.5)
Broad Money (M2)	31,530.3	3,304.9	3,927.7	(247.1)	(4.8)
Govt. Sector Borrowings (Net)	23,719.9	3,357.7	4,097.0	1,327.7	700.8
Credit to Private Sector	9,168.3	1,612.1	211.4	(291.1)	(94.3)

https://www.sbp.org.pk/ecodata/BroadMoney_M2.pdf

*Latest data available till October 06, 2023 | P = Provisional

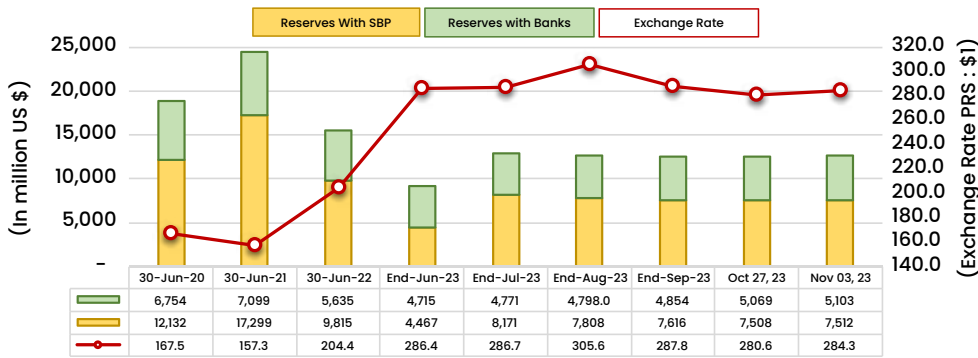
Weekly Trend in Sensitive Price Indicator (SPI)

<https://www.pbs.gov.pk/spi>



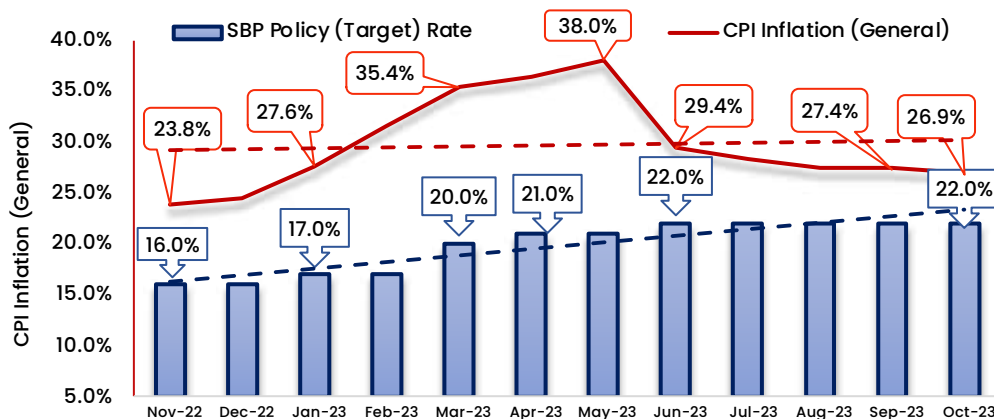
Forex Reserves and Exchange Rate

<https://tinyurl.com/5n7wzs6z> | <https://tinyurl.com/3aeb66uc>



SBP Policy Rate Vs. CPI Inflation (YoY)

<https://shorturl.at/kmAM1> | <https://shorturl.at/DHMP3>



Markets at a Glance

Rates taken till Friday, November 10, 2023

SBP POLICY RATE

22.00% | Effective from June 27, 2023

<https://www.sbp.org.pk/ecodata/sir.pdf>

KIBOR (3 MONTHS)

	Bid%	Offer%
Starting	21.41	21.66
Ending	21.36	21.61
Change	-0.05	-0.05

https://www.sbp.org.pk/ecodata/kibor_index.asp

FOREX RATES

	GBP	EURO	USD
Starting	PKR 346.63	PKR 302.08	PKR 284.31
Ending	PKR 350.52	PKR 306.26	PKR 287.03
Change	+3.89	+4.18	+2.72

<https://www.sbp.org.pk/ecodata/rates/m2m/M2M-Current.asp>

PAKISTAN STOCK EXCHANGE

	100 Index
Starting	53,123
Ending	55,391
Change	+2,268

<https://dps.psx.com.pk/>

GOLD RATES*

	10 GM, 24K
Starting	PKR 179,991
Ending	PKR 180,030
Change	+39

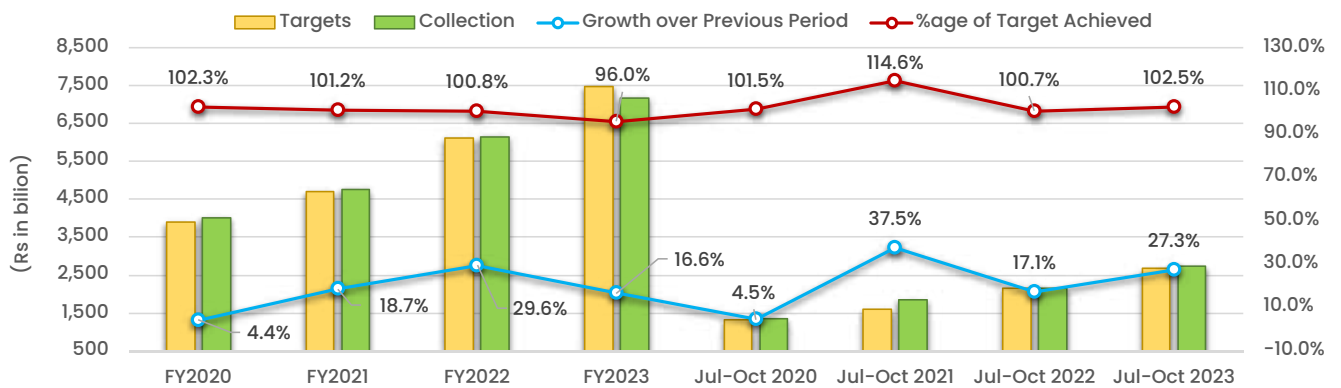
<https://www.forex.pk/bullion-rates.php>

FBR Tax Targets and Collection Profile

(Rs in billion)

Year	Targets	Collection	Growth over Previous Period	%age of Target Achieved
FY2020	3,908	3,997	4.4%	102.3%
FY2021	4,691	4,745	18.7%	101.2%
FY2022	6,100	6,148	29.6%	100.8%
FY2023	7,470	7,169	16.6%	96.0%
Jul-Oct 2020	1,320	1,340	4.5%	101.5%
Jul-Oct 2021	1,608	1,843	37.5%	114.6%
Jul-Oct 2022	2,144	2,159	17.1%	100.7%
Jul-Oct 2023	2,682	2,748	27.3%	102.5%

FBR Tax Targets and Collection Profile



<https://www.fbr.gov.pk/revenue-collections/142253/131355> | <https://www.fbr.gov.pk/fbr-division-year-books/142253/132040> | <https://www.fbr.gov.pk/pr>

CPI Inflation	Annual Average			Year-on-Year		
	FY20	FY21	FY22	Oct 2022	Sep 2023	Oct 2023
General	10.7	8.9	12.2	26.6	31.4	26.9
Food (Urban)	13.6	12.4	13.4	34.7	33.9	28.9
Non-Food (Urban)	8.3	5.7	10.8	18.2	26.8	23.1

<https://www.sbp.org.pk/ecodata/MPM-New.pdf>

<https://www.pbs.gov.pk/cpi>

Currency in Circulation as on (Stock data)*

(Rs in billion)

June 30, 2019	June 30, 2020	June 30, 2021	June 30, 2022	Oct 07, 2022	Oct 06, 2023
4,950.0	6,142.0	6,909.9	7,572.5	7,828.7	8,493.4

P = Provisional | R = Revised | F = Final

https://www.sbp.org.pk/ecodata/BroadMoney_M2.pdf

*Latest data available till October 06, 2023

Central Banks' Gallery

State Bank of Pakistan



Workers' Remittances Rose by 11.5 percent in October 2023

Workers' remittances recorded an inflow of US\$2.5 billion during October 2023. In terms of growth, during October 2023, remittances increased by 11.5 percent on month-on-month and 9.6 percent on year-on-year basis. Workers' remittances inflow of US\$8.8 billion has been recorded during first four months of FY24. Remittances inflows during October 2023 were mainly sourced from Saudi Arabia (\$616.8 million), United Arab Emirates (\$473.9 million), United Kingdom (\$330.2 million) and United States of America (\$283.3 million). <https://shorturl.at/eoAMI>

Reserve Bank of Australia



RBA Decides to Raise Cash Rate Target by 25 basis points

On November 07, 2023, the Board of the Reserve Bank of Australia decided to raise the cash rate target by 25 basis points to 4.35 per cent. It also increased the interest rate paid on Exchange Settlement balances by 25 basis points to 4.25 percent.

Inflation in Australia has passed its peak but is still too high and is proving more persistent than expected a few months ago. The latest reading on CPI inflation indicates that while goods price inflation has eased further, the prices of many services are continuing to rise briskly. While the central forecast is for CPI inflation to continue to decline, progress looks to be slower than earlier expected. CPI inflation is now expected to be around 3.50 per cent by the end of 2024 and at the top of the target range of 2 to 3 per cent by the end of 2025. The Board judged an increase in interest rates was warranted November 07, 2023 to be more assured that inflation would return to target in a reasonable timeframe.

The Board had held interest rates steady since June following an increase of 4 percentage points since May last year. It had judged that higher interest rates were working to establish a more sustainable balance between supply and demand in the economy. Furthermore, it had noted that the impact of the more recent rate rises would continue to flow through the economy. It had therefore decided that it was appropriate to hold rates steady to provide time to assess the impact of the increase in interest

rates so far. In particular, the Board had indicated that it would be paying close attention to developments in the global economy, trends in household spending, and the outlook for inflation and the labor market.

At the same time, high inflation is weighing on people's real incomes and household consumption growth is weak, as is dwelling investment. Given that the economy is forecast to grow below trend, employment is expected to grow slower than the labor force and the unemployment rate is expected to rise gradually to around 4.25 percent. This is a more moderate increase than previously forecast. Wages growth has picked up over the past year but is still consistent with the inflation target, provided that productivity growth picks up.

Returning inflation to target within a reasonable timeframe remains the Board's priority. High inflation makes life difficult for everyone and damages the functioning of the economy. It erodes the value of savings, hurts household budgets, makes it harder for businesses to plan and invest, and worsens income inequality. And if high inflation were to become entrenched in people's expectations, it would be much more costly to reduce later, involving even higher interest rates and a larger rise in unemployment. To date, medium-term inflation expectations have been consistent with the inflation target and it is important that this remains the case.

Whether further tightening of monetary policy is required to ensure that inflation returns to target in a reasonable timeframe will depend upon the data and the evolving assessment of risks. In making its decisions, the Board will continue to pay close attention to developments in the global economy, trends in domestic demand, and the outlook for inflation and the labor market. The Board remains resolute in its determination to return inflation to target and will do what is necessary to achieve that outcome. <https://shorturl.at/ewYZ9>

CPI Inflation:

Monthly (September 2023)	5.4%	Annually	6.0%
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<https://shorturl.at/klvyl>

Central Bank of the UAE



The NAMLCFT Committee Issues Guidelines on Combating the Use of Unlicensed VASPs

The National Anti-Money Laundering and Combating Financing of Terrorism and Financing of Illegal Organizations Committee (NAMLCFTC), in collaboration with UAE supervisors, has issued guidance on combating the use of unlicensed Virtual Asset Service Providers (VASPs), which is prepared by the supervisory subcommittee. The guidance, which aims to educate licensed financial institutions (LFIs) and the wider public sector on the risks associated with unlicensed

virtual asset service providers, has been issued pursuant to the Decree Federal Law No. (20) of 2018 on Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT) and Illegal organizations, and is in alignment with the Financial Action Task Force (FATF) publication on updated guidance for a risk-based approach to virtual assets and virtual asset service providers.

The guidance provides the reporting entities including LFIs, Designated Non-Financial Businesses and Professions (DNFBPs), and Licensed Virtual Asset Service Providers (VASPs) with a comprehensive roadmap to enhancing their governance and operational processes. It also highlights how to identify and address governance challenges and emerging risks, underlining the importance of compliance with regulatory obligations under AML legislation and the regulations, instructions, guidelines, notices, and rules issued by the Supervisory Authorities.

His Excellency Khaled Mohamed Balama, Governor of the CBUAE and Chairman of the NAMLCFTC, said: "The new guidance on combating the use of unlicensed virtual asset service providers comes at a time when virtual assets become more accessible through digital channels. As our digital economy matures, our work on combating all kind of financial crimes intensifies through raising awareness of their risks and emphasizing the importance of compliance with relevant regulations and legislation to ensure the integrity of the UAE's financial system."

<https://shorturl.at/cOS47>

offered by EG-FinCIRT and acquired insights into the detection, response, and mitigation of cybersecurity incidents. Moreover, the team delved into penetration testing, learned about techniques utilized in digital forensic laboratories, and reviewed procedures for analyzing malware, contributing to building up the technical capacities of the Nigerian specialized team.

The Egyptian and Nigerian sides reached an agreement to expand the frameworks of cooperation and intensify the exchange of experiences in the field of cybersecurity and national capacity building. They also committed to ongoing discussions regarding the development of a security strategy for Nigerian financial sector institutions.

<https://shorturl.at/gqCJM>

Commercial Banks' Gallery

BankIslami Partners with Kuickpay to Elevate Banking Experience.

The BankIslami Pakistan Limited (BIPL) is thrilled to announce a major milestone in our journey towards innovation and excellence in banking services. On October 24, 2023, BankIslami inked a Memorandum of Understanding (MoU) with Kuickpay, a leading fintech company renowned for its innovative payment solutions.

This strategic collaboration sets the stage for a seamless, secure, and efficient receivable solution via a state-of-the-art payment gateway, powered by VISA, a globally recognized payment scheme, catering specifically to our valued BankIslami customers, with a particular focus on our Cash Management clients. <https://shorturl.at/cuER3>

Visa, in Partnership with HBL, launches Global "She's Next" program to Empower Women Entrepreneurs

Women-led businesses in Pakistan primarily face funding, digitization and advisory challenges, according to Visa's Women SMB Digitization Index survey. In order to address these challenges, Visa, a world leader in digital payments is launching its global She's Next grant program in Pakistan for the first time in partnership with HBL, Pakistan's largest private bank, which serves more than 36 million clients worldwide.

She's Next, empowered by Visa, is a global advocacy program that aims to support women-owned small businesses through funding, training and mentorship. Starting November 01, 2023, women entrepreneurs from all industries and sectors in Pakistan can apply on the She's Next website for a chance to be among five winners to receive a grant of \$10,000 each. Winners will also have

Central Bank of Egypt



Central Bank of Nigeria



Central Bank of Egypt Hosts Delegation from Central Bank of Nigeria to Share Egyptian Pioneering Cybersecurity Experience

In line with Egypt's commitment to expanding its collaboration with African nations, the Central Bank of Egypt (CBE) welcomed a delegation from the Central Bank of Nigeria (CBN), comprising a specialized technical team. Their visit aimed to leverage Egypt's exceptional expertise in establishing and operating the first Sectoral Computer Incident Response Team dedicated to the Financial Sector (EG-FinCIRT).

The two-day visit of the Nigerian delegation started on October 02, 2023, with the objective of enhancing bilateral coordination and cooperation in the realm of cybersecurity. During their visit, the technical team from the Cybersecurity Emergency Response Centre for the Nigerian Financial Sector (NFCERT) capitalized on the technical and operational know-how of the Egyptian cybersecurity professionals while exploring the activities and services

access to a range of benefits including a tailored training program, She's Next Club resources such as a workshop library and a community of entrepreneurs. Applications are open until December 02, 2023. <https://shorturl.at/bqBO7>

Economic Horizons

SECP Proposes Amendments to Insurance Regulatory Framework for Recording of Advance Tax

The Securities and Exchange Commission of Pakistan (SECP), to provide the manner of recording advance advance/withholding tax in the books of life insurance companies as well as management of investment in government securities by life insurance companies, has proposed amendments in the regulatory framework for insurance companies.

The SRO 1514(I)/2023 and SRO 1516(I)/2023, proposing amendments to the Insurance Rules, 2017 and the Insurance Accounting Regulations, 2017, respectively, have been placed on SECP's website.

As per the existing framework, life insurance companies are required to hold a specified percentage of government securities against the advance/withholding tax, which has an impact on the liquidity position of insurance companies. The proposed amendments aim to ease the burden on life insurance companies through withdrawal of the requirements of holding a specified percentage of government securities against the advance/withholding tax and bring standardization to the procedure for recording advance/withholding tax.

The proposed amendments can be seen at SECP website <https://www.secp.gov.pk> | <https://shorturl.at/orBCM>

SIFC Hosts Final Day of Pakistan Investment Roadshow in UAE

The Special Investment Facilitation Council (SIFC) on November 07, 2023 hosted the final day of Pakistan Investment Roadshow in Dubai, United Arab Emirates (UAE) with prime focus on attracting foreign investments under G2G (government to government) and G2B (government to business) frameworks.

The event brought together large number of global businessmen and investors representing diverse sectors, a news release said. The senior leadership of SIFC gave comprehensive brief on SIFC initiative, highlighting huge untapped potential and investment opportunities in key sectors of Agriculture, Livestock, IT & Telecom, Mines & Minerals and Energy (Power, Oil & Gas).

The forum also highlighted major policy-level interventions, undertaken through SIFC platform to improve the investment ecosystem in the country.

The leadership of SIFC proactively engaged the investors and pitched SIFC's projects in the key sectors; SIFC welcomed the investments from public and private sectors and assured an all-out support to realize such ventures through a collaborative 'Whole of the Government Approach'.

The investors' community lauded the event as an important initiative which afforded opportunities to engage investors across the world. The investors exuded great confidence in SIFC initiative, being a novel approach towards regaining investors' trust, and exhibited keen interest in the investment opportunities broached by the SIFC.

The successful conduct of Pakistan Investment Roadshow helped projecting SIFC initiatives in a great way at global pedestal. The mega event provided great opportunities to global investors for networking with the Pakistani public and private sector, and it is expected to open new vistas of investment collaboration. <https://shorturl.at/gxRTW>

Pakistan Successfully Secures approx. \$3 billion, Approves 21 Development Projects for Flood-Affected Areas

Since the launch of Resilient, Recovery, Rehabilitation and Reconstruction (4RF) framework launched by the Ministry of Planning Development and Special Initiatives, the Central Development Working Party (CDWP) on November 05, 2023, successfully approved 21 development projects worth \$3 billion for flood-affected areas of Pakistan while securing maximum pledges committed in Geneva for flood 2022.

In response, the government had devised a comprehensive 4RF framework, which proposed effective coordination and participation arrangements among federal and provincial governments, development partners, donors, international and national NGOs and academic and private sectors.

In January this year, Pakistan successfully secured pledges of \$10 billion from donors during the International Conference on 'Climate Resilient Pakistan', jointly hosted by Pakistan and the UN in Geneva.

After the approval of CDWP and Executive Committee of the National Economic Council, these projects are being successfully executed by the respective provinces which include Punjab, Sindh, Khyber Pakhtunkhwa and Balochistan funded by the World Bank, Asian Development Bank ADB and Islamic Development Bank. Sindh and Balochistan were the most affected provinces in the flood of 2022.

Similarly, the first-ever exclusive Dashboard for 4RF, to be made operational by November 10 at the Planning Ministry to ensure real-time monitoring and provide information to the public as well development partners about the execution of development projects in the flood-affected areas.

Pakistan has been witnessing challenging impacts of climate change, ranging from devastating floods to prolonged droughts, from heat waves to melting glaciers. These changes pose immense threats to the country's environment, economy, and the well-being of the people.

Pakistan's carbon emission is less than one per cent; however, it is among the countries that are most vulnerable to climatic disasters. Pakistan pleaded this case before the COP27 summit held in Egypt last year.

<https://shorturl.at/jvTW3>

International Economic Roundup

Oil Prices Stutter after Hitting 3-Months-Lows, Demand Concerns Mount

Oil prices stuttered on November 08, 2023 after sliding to their lowest in over three months in the previous session, weighed down by concerns over waning demand in the world's top oil consumers, the United States and China.

Brent crude futures ticked up slightly by 4 cents to \$81.65 a barrel by 0333 GMT, while US crude futures dipped 14 cents to \$77.24 a barrel. Both declined to the lowest since July 24 on November 07, 2023.

US crude oil stocks rose by almost 12 million barrels last week, market sources said late November 07, 2023, citing American Petroleum Institute figures.

The US Energy Information Administration (EIA) will delay the release of weekly inventory data until the week of November 13, 2023.

Crude oil production in the United States this year will rise by slightly less than previously expected while demand will fall, the EIA said on November 07, 2023.

The EIA now expects total petroleum consumption in the country to fall by 300,000 bpd this year, reversing its earlier forecast of a 100,000 bpd increase.

The agency also forecast Venezuela's crude oil production will increase by less than 200,000 barrels per day (bpd) to an average of 900,000 bpd by the end of 2024 under easing of US sanctions.

Data in China, the world's biggest crude oil importer, also raised doubts about the demand outlook.

Crude oil imports by the world's second-biggest economy in October showed robust growth but its total exports of goods and services contracted at a quicker pace than expected, adding to fears of lower global energy demand.

<https://shorturl.at/aluC2>

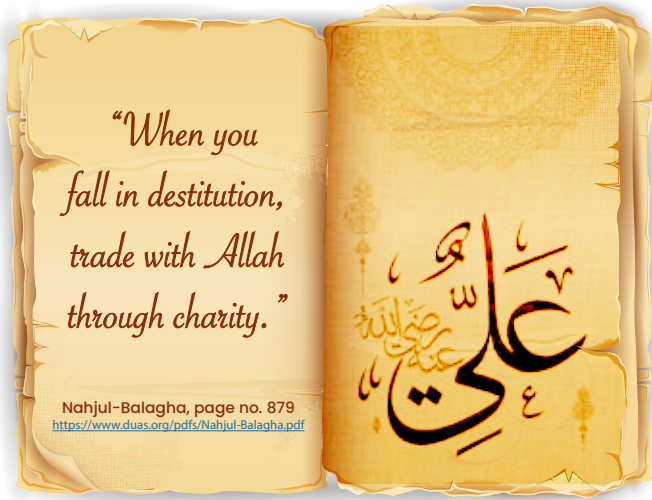


IMF Upgrades China's 2023, 2024 GDP Growth Forecasts

China's economy is set to grow 5.4 percent this year, having made a "strong" post-COVID recovery, the International Monetary Fund (IMF) said on November 07, 2023, making an upward revision to its earlier forecast of 5 percent growth, while expecting slower growth next year. The IMF said continued weakness in the property sector and subdued external demand could restrict gross domestic product growth to 4.6 percent in 2024, which was still better than the 4.2 percent forecast contained in its World Economic Outlook (WEO), published in October 2023.

The upward revision followed a decision by China to approve a 1 trillion yuan (\$137 billion) sovereign bond issue and allow local governments to frontload part of their 2024 bond quotas, in a move to support the economy. "We have revised up growth by 0.4 percentage points in both years relative to our October WEO projections, reflecting stronger than expected growth in the third quarter and the new policy support that was recently announced," IMF's First Deputy Managing Director Gita Gopinath said in Beijing.

Over the medium term, growth is projected to gradually slow to about 3.5 percent by 2028 amid headwinds from weak productivity and population aging, Gopinath told a news conference to mark the release of the fund's 'Article IV' review of China's economic policies. China has introduced numerous measures to support the property market, but more is needed to secure a quicker recovery and lower economic costs to bring it down to a more sustainable size, she said. "For the real estate sector, such a policy package will require accelerating the exit of non-viable property developers, removing impediments to housing price adjustment, and increasing central government funding for housing completion, among other measures," Gopinath said.



The combination of the downturn in the property sector and local government debt crunch could wipe out much of China's long-term growth potential, economists say.

Local debt has reached 92 trillion yuan (\$12.6 trillion), or 76 percent of China's economic output in 2022, up from 62.2 percent in 2019. China's Politburo, a top decision-making body of the ruling Communist Party, said in late July it would announce measures to reduce local government debt risks. <https://shorturl.at/grtFK>

Hidden Costs of Global Agrifood Systems Worth at least \$10 trillion: UN Agency

Although current agrifood systems provide nourishment and sustain economies, they also impose huge hidden costs on health and the environment – the equivalent of at least \$10trillion annually – a new report by the Food and Agriculture Organization (FAO), a Rome-based UN agency, has revealed.

The figure represents nearly 10 per cent of global Gross Domestic Product (GDP), according to the 2023 edition of The State of Food and Agriculture (SOFA) – the agency's flagship report – which covers 154 countries.

It introduces the concept of the hidden costs and benefits of agrifood systems, offering a framework through which they can be assessed.

The aim is to help decision makers steer global agrifood systems – the whole industry encompassing food and non-food agricultural production – towards greater sustainability.

"In the face of escalating global challenges: food availability, food accessibility and food affordability; climate crisis; biodiversity loss; economic slowdowns and downturns; worsening poverty; and other overlapping crises, the future of our agrifood systems hinges on our

willingness to appreciate all food producers, big or small, to acknowledge these true costs, and understand how we all contribute to them, and what actions we need to take," FAO Director-General Dongyu Qu said in a statement.

The report found that the biggest hidden costs, more than 70 percent, are driven by unhealthy diets that are high in ultra-processed foods, fats and sugars, leading to obesity and non-communicable diseases, and causing labor productivity losses. This is particularly the case in richer countries.

One fifth of the total costs are environment-related, from greenhouse gas and nitrogen emissions, land-use change and water use, with all countries affected.

Meanwhile, low-income countries are proportionately the hardest hit by hidden costs of agrifood systems, which represent more than a quarter of their GDP, compared to less than 12 percent in middle-income countries and less than eight percent in high-income countries.

Hidden costs associated with poverty and undernourishment are also the most significant in these nations. The report calls for more regular and detailed analysis by governments and the private sector of the hidden or "true" costs of agrifood systems through true cost accounting, followed by action.

Although there have been previous attempts at measurement, the FAO report is the first to disaggregate these costs down to the national level and ensure they are comparable across cost categories and between countries. The UN agency said it will dedicate two consecutive editions of the SOFA report to the same theme, marking a first. The current report presents initial estimates, while the 2024 edition will focus on in-depth targeted assessments to identify the best ways to mitigate them such as through taxation, subsidies, and legislation.

FAO has urged governments to use "true cost" accounting to transform agrifood systems to address the climate crisis, poverty, inequality and food security, which will require investment and innovations in areas such as research, data collection and capacity building. <https://shorturl.at/dJKM9>

SNIPS

Negotiation Fears

About 65 percent of women vs 57 percent of men said they fear losing a job offer if they negotiate, according to Handshake, an online recruiting and networking platform.

HR TIPS



Use Storytelling to Get Buy-In for Organizational Change

When tackling urgent organizational problems—for example, a broken culture or a product that needs updating—you need more than a strategic plan. You also need a compelling story that will motivate your entire team to work toward a common goal. Here is how to craft it.

- **Simplify your message.** When you think about the change you want to lead, ask yourself: Can I capture my vision in a page? A paragraph? A word? Your first task is to craft the equivalent of a short letter to your team explaining your vision.
- **Honor the past.** Acknowledge the good parts of your team's history. Make it clear that you intend to preserve what already works, and show sensitivity toward the people who are not so sure about your plans.
- **Articulate a mandate for change.** Reflect on the "why" of your plan. What problem are you trying to solve? What is the cost of not solving it? Your answers must be persuasive enough to override people's familiar beliefs and behaviors.
- **Lay out a path forward.** Establish goals and targets. Get comfortable with the numbers and pick a few to use as plot points in your story. And be prepared to repeat yourself, wherever the opportunity arises: in presentations, town hall meetings, team huddles, and one-on-ones. Frequent communication will help your team internalize your change story.

(This tip is adapted from *Storytelling That Drives Bold Change*, by Frances X. Frei and Anne Morriss - HBR.)

To Engage Your Team, Focus on Their Happiness

When people are happy at work, both the employee and employer benefit. And yet, many people feel increasingly disconnected, bored, and disengaged in their jobs. As a manager, what can you do to foster genuine happiness on your team? It comes down to three factors:

- **Reimagining flexibility.** Flexibility is not just about where people work—autonomy and freedom are critical elements. Ask your team what they want the freedom to do, and do your best to accommodate their wants and needs.

- **Building belonging.** Look for opportunities to foster community and relationships on your team. Ask your employees direct questions like, "Do you feel connected to your colleagues at work?" and "We are open to feedback—how can we increase a sense of belonging for you and others?"
- **Restoring purpose.** Happiness at work has to come from a deep, intrinsic connection to why people are there—whether that is to support their families or because they feel a values-based connection to the organization's mission. Craft and emphasize a collective mission on your team and help your employees remain aligned around it.

(This tip is adapted from *Creating a Happier Workplace Is Possible — and Worth It*, by Jennifer Moss - HBR.)

Do People See You as a Strategic Thinker?

Are you a strategic thinker? And more importantly, do your boss and senior leaders see you that way? Here are some ways to show key people in your organization that you're leadership material.

First, communicate your perspective. When talking to your manager and other leaders, demonstrate that you're forward looking and well informed. For example, instead of focusing on short-term specifics, look for opportunities to offer observations about the big picture. Using language such as "Considering our organization's three-year vision..." or "Reflecting on the trajectory of innovation in our industry..." shows a strategic vision.

Next, showcase your critical thinking. Being strategic is often about anticipating possible outcomes or unintended consequences—and connecting the dots not everyone sees. For example, "This product has the potential to..." or "Beyond the immediate benefits, our long-term gains include..." If you regularly position yourself as an analytical voice of reason, decision-makers will begin to trust your input over time.

Finally, simplify the complicated. Strategic thinkers can break down complex situations in simple yet powerful terms. To distill complicated issues down to their essentials, use explanations like "In essence, this technology can..." or "At its core, our strategy rests on three pillars..." Analogies and metaphors can also bring your comprehension to life—and make it relatable to a broader audience.

(This tip is adapted from *10 Ways to Prove You're a Strategic Thinker*, by Brenda Steinberg and Michael D. Watkins - HBR.)