Re-Engineering

The title may give the impression of an article about an industrial subject, but it is actually a key term in the world of business when companies make difficult decisions, using the scalpel to dig out the source of their problems, to increase performance and productivity, to enhance their competitiveness, and to achieve set goals. This practice requires money and willpower, and will be attacked by stakeholders, employees resistant to changes in their daily routine, and whoever else has indulged himself in the comfort zone. Although I have experience in this field, I have always stayed away from cutting into a person's livelihood as much as possible. Thanks to God, while working in local banks for more than 23 years, I do not recall firing any employee except one. I did this because, at that time, employees would only receive half their end-of-service indemnity if they resigned, but he'd receive his full benefit if he were laid-off. Re-engineering is not only for business and financial institutions, however. It can also be applied to develop new methods of thinking and mechanisms to adapt to change in any other field. Today, I'm applying these principles to my current experience in restructuring and re-engineering philanthropy. Kuwait is the land of giving and charity, and its people are the stars of philanthropy. Unfortunately, we have become like *Adhari* waterhole, supplying the stranger while forgetting our neighbor. (Adhari is an oasis in Bahrain that has become synonymous with those who help strangers more often than their own friends or family. If you visit this oasis, you'll see that the spring doesn't irrigate the land close to it.)

At the same time, charitable work has become old-fashioned and repetitive. For example, the winners of competitions for memorizing the Holy Quran are always