



Ma'aden Leadership Development Programs 2024

Learner Guide

INTRODUCTION - Fitt Talent



Dear Ma'aden Leader,

We are delighted to extend this personal invitation to you.

Sincere congratulations on your nomination to attend one of the Ma'aden Leadership Development Program in 2024, proudly delivered by fitt Talent in collaboration with the University of Cambridge.

You can look forward to immersive learning conversation and networking in your cohort. An exciting feature of the 2024 programs is that all programs are designed on the foundations of the Ma'aden values.

We invite you to make full use of the learning opportunity. Your program design includes modules delivered on-site, Masterclasses, fireside chats, and interactive digital learning content. Please be sure to complete all program elements, submit your coursework on time, and network with your instructors and peers.

Best regards

Fitt Talent



Welcome to the Ma'aden Leadership Development Programs (LDP) Class of 2024!

Welcome to the Ma'aden Leadership Development Programs (LDP) Class of 2024! We are thrilled to have you onboard and look forward to embarking on this transformative journey together.

Here are some important details about the program:

Program Overview:

- Each program consists of 5 modules, with every module including two days of on-site engagement in Riyadh.
- The modules are designed around the themes and foundation of the Ma'aden values, which include Integrity, Care, Teamwork, Ownership, and Continuous Improvement.
- In addition to the on-site engagement, there will also be a digital learning content platform (fittCOACH) and a dedicated program website for access and information to guide you on your leadership journey (see the link to the website below).
- The first module will begin mid-April and then every 7-8 weeks a new module will commence. We aim to conclude with a graduation at the end of November.

Cohort Assignment:

You have all been assigned to a cohort to allow for greater networking and impactful delivery. Please try and stick to your cohort as far as possible. Changes can only be considered on an ad hoc basis and should be discussed with Fedaa Aldhafer directly.

How to Gain Maximum Value from this Learning Experience:

Attend all the modules and complete all the required coursework.

Participate actively in all conversations and exercises.

Contribute and be a Ma'aden Values ambassador inside and outside the program.

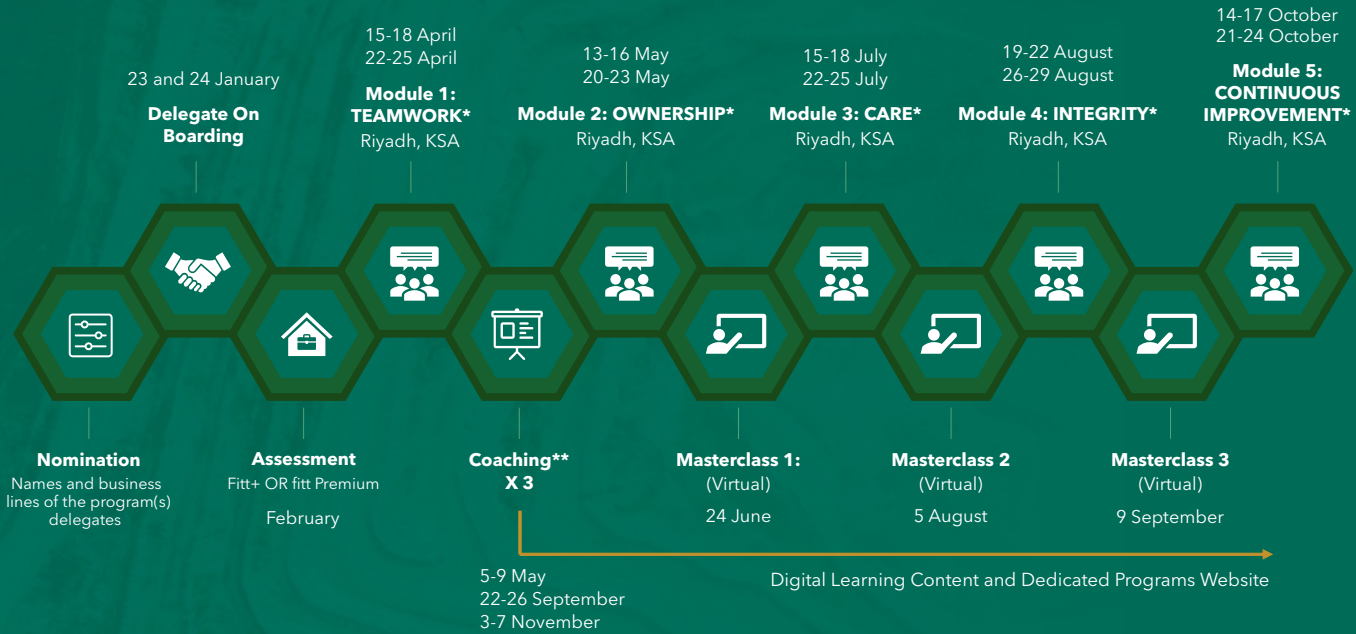
Ma'aden Leadership Development Programs

To develop leaders and successors which helps expand their capacity to perform their roles within the organizations

- 1** The program design to drive Ma'aden strategy
- 2** It's served Ma'aden Transformation (Numu)
- 3** Selection to participate from Talent Review Process as High Potential Employee
- 4** The program will be delivered face to face



Journey Map



* 5 Modules built on the Ma'aden Values and each Module 2 Days delivery time ** Coaching only PEAK Delegates

Getting the most from your program

Welcome to the learner guide on how to maximize the value from our program. By fully engaging in the learning process, you can ensure that you gain the most benefit and achieve your desired outcomes. Below are some practical guidelines to help you make the most of this opportunity.

Practical Guidelines:

- **Attend all sessions:** Commit to attending each session as scheduled to ensure you receive the full scope of the program content.
- **Prepare pre-work:** Complete any assigned pre-work or readings before each session to come prepared and ready to engage with the material.
- **Apply the learning:** Take what you learn in each session and apply it to real-life situations. Actively seek out opportunities to implement new skills and concepts in your work or personal life.
- **Be fully present:** When in the classroom or participating in virtual sessions, be fully present both mentally and physically. Minimize distractions and actively engage in discussions and activities.
- **Participate actively:** Contribute to discussions, ask questions, and share your insights and experiences. Active participation enhances your learning experience and encourages collaboration with your peers.
- **Seek clarification:** Don't hesitate to seek clarification if something is unclear or if you need further explanation. Engage with instructors and fellow learners to deepen your understanding.
- **Reflect on your learning:** Take time to reflect on what you've learned after each session. Consider how the new knowledge or skills can be applied in different contexts and how it aligns with your goals.
- **Take ownership of your learning:** Ultimately, the success of the program depends on your level of engagement and commitment. Take ownership of your learning journey and make the most of the resources and support available to you.

By following these guidelines and fully immersing yourself in the learning experience, you can maximize the value you derive from the program and achieve your desired outcomes.

Preparing for your program



- **Arrival time:** Please arrive promptly at 8:30 each morning. Coffee and tea will be available for you to enjoy before the start of class.
- **Class start time:** The session will promptly begin at 9:00. Please ensure you are settled and ready to engage with the material by this time.
- **Breaks for prayer:** Breaks will be provided for prayer time as needed. We respect and accommodate all religious practices.
- **Lunch:** Lunch will be served from 12:00 to 12:45. Please take this opportunity to relax and refuel for the afternoon sessions.
- **End of the day:** The class will conclude at 15:00. We kindly ask that you stay until the end to fully benefit from the program.

Please make every effort to arrive on time and stay for the duration of the sessions. This will ensure that you get the most out of the learning experience and contribute to a productive and enriching environment for all participants.



Curriculum Design

Curriculum Design: LEAD



Creating a culture of CARE in Ma'aden Being a champion for the Ma'aden values Building a brand of CARE as a leader Being authentic in CARE

- Promoting and advancing care
- Embedding care in Ma'aden
- Being an ambassador for the Ma'aden values
- Practical behaviours of a values driven leader
- Self-awareness and the power of a leadership brand
- Playing to your strengths and developing your capacity to care
- Authentically promoting care in the organization
- Enhancing and constructing an organizational culture of care



Creating a culture of OWNERSHIP in Ma'aden Enabling operating models to ensure OWNERSHIP Applying effective decision making Operating for excellence

- Promoting and advancing ownership
- Embedding ownership in Ma'aden
- Aligning leadership approaches with the Ma'aden frameworks
- Implementing and monitoring operating model delivery
- Creating effective decision-making models to scale ownership
- Managing and reporting on execution
- Operating effectively in our sector and reporting on execution
- Empowering teams to take ownership for outcomes



Creating a culture of INTEGRITY in Ma'aden Leading with INTEGRITY Communicating with INTEGRITY INTEGRITY when leading transformation and change

- Promoting and advancing integrity
- Embedding integrity in Ma'aden
- Inspiring and influencing integrity in Ma'aden
- Demonstrating and leading with executive presence
- Inspiring action through impactful communication
- Structuring communication to lead stakeholder engagement with a variety of roles players
- Design thinking when leading change and considering alternatives
- Integrity at the heart of business transformation, digitization and change

Curriculum Design: LEAD



Creating a culture of TEAMWORK in Ma'aden **Building capability through TEAMWORK** **Leading enterprise talent planning** **Leading effectively in Ma'aden**

- Promoting and advancing teamwork
- Embedding teamwork within Ma'aden
- Defining the competencies of a Ma'aden leader
- Building capabilities in our teams to support organizational goals
- Breaking down organizational silos
- Talent Management in the new world of work
- Talent, teams and the Ma'aden of the future
- Promoting a culture of team effectiveness



التحسين المستمر
**CONTINUOUS
IMPROVEMENT**

Creating a culture of continuous improvement **Creating enterprise excellence in Ma'aden through continuous improvement** **Ma'aden Business Case Study**

- Actively championing for continuous improvement
- Enterprise level continuous improvement
- Optimizing integrated resources, reducing waste and growing the business
- Scenario Planning and Analysis for continuous improvement
- Operations Excellence in all parts of the Ma'aden enterprise
- PEAK Business Case Study: Continuous Improvement



Cohort Planning

Cohort Planning: LEAD

Cohort	Launch	Assessments	Online Orientation	Module 1 Teamwork	Module 2 Ownership	Masterclass 1	Module 3 Care	Masterclass 2	Module 4 Integrity	Masterclass 3	Module 5 Continuous Improvement	Graduation
LEAD 1	23 Jan	1-29 Feb	1-31 Mar	15-16 Apr	13-14 May	24 Jun	15-16 Jul	5 Aug	19-20 Aug	9 Sep	14-15 Oct	Nov
LEAD 2	23 Jan	1-29 Feb	1-31 Mar	15-16 Apr	13-14 May	24 Jun	15-16 Jul	5 Aug	19-20 Aug	9 Sep	14-15 Oct	Nov
LEAD 3	23 Jan	1-29 Feb	1-31 Mar	15-16 Apr	13-14 May	24 Jun	15-16 Jul	5 Aug	19-20 Aug	9 Sep	14-15 Oct	Nov
LEAD 4	23 Jan	1-29 Feb	1-31 Mar	17-18 Apr	15-16 May	24 Jun	17-18 Jul	5 Aug	21-22 Aug	9 Sep	16-17 Oct	Nov
LEAD 5	23 Jan	1-29 Feb	1-31 Mar	17-18 Apr	15-16 May	24 Jun	17-18 Jul	5 Aug	21-22 Aug	9 Sep	16-17 Oct	Nov
LEAD 6	23 Jan	1-29 Feb	1-31 Mar	17-18 Apr	15-16 May	24 Jun	17-18 Jul	5 Aug	21-22 Aug	9 Sep	16-17 Oct	Nov
LEAD 7	23 Jan	1-29 Feb	1-31 Mar	22-23 Apr	20-21 May	24 Jun	22-23 Jul	5 Aug	26-27 Aug	9 Sep	21-22 Oct	Nov
LEAD 8	23 Jan	1-29 Feb	1-31 Mar	22-23 Apr	20-21 May	24 Jun	22-23 Jul	5 Aug	26-27 Aug	9 Sep	21-22 Oct	Nov
LEAD 9	23 Jan	1-29 Feb	1-31 Mar	22-23 Apr	20-21 May	24 Jun	22-23 Jul	5 Aug	26-27 Aug	9 Sep	21-22 Oct	Nov
LEAD 10	23 Jan	1-29 Feb	1-31 Mar	24-25 Apr	22-23 May	24 Jun	24-25 Jul	5 Aug	28-29 Aug	9 Sep	23-24 Oct	Nov
LEAD 11	23 Jan	1-29 Feb	1-31 Mar	24-25 Apr	22-23 May	24 Jun	24-25 Jul	5 Aug	28-29 Aug	9 Sep	23-24 Oct	Nov
LEAD 12	23 Jan	1-29 Feb	1-31 Mar	24-25 Apr	22-23 May	24 Jun	24-25 Jul	5 Aug	28-29 Aug	9 Sep	23-24 Oct	Nov
LEAD 13	23 Jan	1-29 Feb	1-31 Mar	24-25 Apr	22-23 May	24 Jun	24-25 Jul	5 Aug	28-29 Aug	9 Sep	23-24 Oct	Nov
Method/Location	Online	Online	Online	F2F/ Riyadh	F2F/ Riyadh	Online	F2F/ Riyadh	Online	F2F/ Riyadh	Online	F2F/ Riyadh	F2F/ Riyadh
Guest Speaker												

Notes

- Launch, assessments, and online orientation done virtually
- All Modules are delivered in Riyadh and in person
- Masterclass delivered virtually and in a plenary format - 3 hours per masterclass



Values being Demonstrated

Ma'aden Values



العناية
CARE



الملكية
OWNERSHIP



النزاهة
INTEGRITY



العمل الجماعي
TEAMWORK



التحسين المستمر
CONTINUOUS
IMPROVEMENT



Lead by Example: Actively participate in team activities and demonstrate collaborative behavior.

Promote Cross-Functional Collaboration: Encourage teams from different departments to work together on projects.

Establish Clear Goals: Ensure that team objectives are well-defined and aligned with the organization's mission.

Encourage Communication: Foster an open-door policy where team members feel comfortable sharing ideas and concerns.

Celebrate Achievements Together: Recognize and reward team accomplishments to reinforce the importance of teamwork.

Provide Opportunities for Skill Development: Support team members in enhancing their skills through training and mentorship.

Facilitate Regular Team Meetings: Schedule frequent check-ins to discuss progress, address challenges, and brainstorm solutions as a team.

Encourage Peer Support: Foster a culture where team members support and assist each other in achieving common goals.

Delegate Responsibilities Effectively: Distribute tasks based on individual strengths and promote collaboration among team members.

Encourage Diversity and Inclusion: Embrace diverse perspectives and ensure that all team members feel valued and included.

Establish Trust: Build trust within the team by being transparent, honest, and reliable in all interactions.

Provide Resources: Equip teams with the necessary tools, resources, and support to accomplish their goals effectively.

Emphasize Accountability: Hold team members accountable for their contributions and commitments.

Promote Flexibility: Encourage adaptability and willingness to accommodate changes in team dynamics or project requirements.

Resolve Conflicts Constructively: Address conflicts promptly and facilitate productive discussions to reach mutually beneficial resolutions.

Encourage Innovation: Create an environment where team members feel empowered to explore new ideas and approaches.

Promote a Positive Culture: Foster a culture of positivity, where teamwork is valued and celebrated.

Provide Regular Feedback: Offer constructive feedback to help team members improve and grow professionally.

Lead Team-Building Activities: Organize team-building exercises and events to strengthen relationships and boost morale.

Support Work-Life Balance: Respect boundaries and encourage team members to prioritize their well-being outside of work.

Promote Collaboration Tools: Implement technologies and platforms that facilitate communication and collaboration among team members.

Encourage Continuous Learning: Promote a culture of lifelong learning and encourage team members to seek out opportunities for growth.

Acknowledge Contributions: Recognize individual contributions within the team and express appreciation for their efforts.

Promote Interdepartmental Relationships: Facilitate networking opportunities and encourage interactions between teams across the organization.

Lead with Empathy: Show empathy and understanding towards team members' challenges and concerns.

Encourage Mentorship: Support mentorship programs where experienced team members can guide and mentor newer members.

Set Clear Expectations: Communicate roles, responsibilities, and expectations clearly to avoid misunderstandings.

Promote a Sense of Belonging: Create a sense of belonging within the team by fostering a supportive and inclusive environment.

Lead with Integrity: Demonstrate integrity and ethical behavior in all interactions, inspiring trust and confidence in the team.

Continuously Evaluate and Improve: Regularly assess team dynamics, processes, and outcomes to identify areas for improvement and make necessary adjustments.

By implementing these practical suggestions, leaders can effectively demonstrate and reinforce the value of teamwork, leading to increased collaboration, productivity, and overall success within the organization.



Lead by Example: Demonstrate a strong sense of ownership in your own responsibilities and tasks.

Clarify Roles and Responsibilities: Ensure that everyone understands their roles and responsibilities clearly to take ownership of their areas.

Encourage Initiative: Empower employees to take initiative and ownership of projects or tasks without constant supervision.

Provide Autonomy: Trust employees to make decisions and take ownership of their work, allowing them autonomy within defined boundaries.

Set Clear Goals: Establish clear, measurable goals that employees can take ownership of and work towards achieving.

Offer Support and Resources: Provide the necessary support, resources, and training for employees to take ownership of their tasks effectively.

Acknowledge Ownership: Recognize and reward employees who demonstrate ownership of their work and go above and beyond expectations.

Encourage Problem-Solving: Foster a culture where employees take ownership of identifying and solving problems rather than waiting for instructions.

Accountability: Hold individuals accountable for their commitments and outcomes, reinforcing the importance of ownership.

Encourage Ownership Mentality: Instill a sense of ownership mentality where employees feel personally invested in the success of the organization.

Promote Collaboration: Encourage cross-functional collaboration and ownership of shared goals to break down silos within the organization.

Provide Feedback: Offer constructive feedback to help employees improve their ownership and performance.

Celebrate Successes: Celebrate successes and milestones achieved through individual and collective ownership.

Ownership of Mistakes: Encourage employees to take ownership of their mistakes, learn from them, and work towards solutions.

Promote Ownership of Customer Experience: Encourage employees to take ownership of delivering exceptional customer service and experiences.

Lead with Transparency: Be transparent about organizational goals, challenges, and decisions to foster a culture of ownership and accountability.

Encourage Ownership of Learning: Promote a culture of continuous learning and development where employees take ownership of their professional growth.

Ownership of Company Culture: Foster a positive company culture where employees take ownership of upholding values and promoting a supportive environment.

Ownership of Innovation: Encourage employees to take ownership of generating innovative ideas and driving innovation within their roles.

Encourage Continuous Improvement: Foster a mindset of continuous improvement where employees take ownership of identifying opportunities for growth and optimization.

Ownership of Time Management: Empower employees to take ownership of their time management, prioritizing tasks effectively to meet deadlines and goals.

Ownership of Communication: Promote ownership of clear and effective communication among team members to avoid misunderstandings and foster collaboration.

Ownership of Team Success: Instill a sense of ownership of team success, where employees prioritize collective goals over individual achievements.

Ownership of Feedback: Encourage employees to take ownership of giving and receiving feedback constructively to support growth and development.

Ownership of Quality: Foster a culture where employees take ownership of delivering high-quality work and products to maintain the organization's reputation.

Ownership of Company Vision: Communicate the organization's vision and mission clearly to inspire employees to take ownership of their roles in achieving it.

Lead with Accountability: Hold yourself and other leaders accountable for demonstrating ownership and fostering a culture of ownership within the organization.

Ownership of Personal Development: Encourage employees to take ownership of their personal development by setting goals and seeking opportunities for growth.

Ownership of Cross-Training: Promote ownership of cross-training and knowledge-sharing among team members to build resilience and flexibility.

Lead with Trust: Trust employees to take ownership of their responsibilities and decisions, empowering them to contribute to the organization's success.

By implementing these practical suggestions, leaders can foster a culture of ownership where employees feel empowered.



Active Listening: Take the time to actively listen to employees' concerns, ideas, and feedback without judgment.

Empathy: Show empathy towards employees' personal and professional challenges, and offer support where possible.

Flexibility: Be flexible in accommodating employees' needs, whether it's regarding work schedules, personal commitments, or health issues.

Regular Check-Ins: Schedule regular one-on-one meetings to check in on employees' well-being and discuss any challenges they may be facing.

Recognition: Acknowledge and appreciate employees' hard work, achievements, and contributions regularly.

Work-Life Balance: Encourage and support a healthy work-life balance by promoting boundaries and discouraging overwork.

Wellness Programs: Implement wellness programs or initiatives that support employees' physical, mental, and emotional well-being.

Training and Development: Provide opportunities for professional growth and development to show that you care about employees' career advancement.

Health Benefits: Offer comprehensive health benefits and resources to support employees' physical health needs.

Mental Health Support: Provide access to mental health resources, counseling services, or Employee Assistance Programs (EAPs) for employees facing mental health challenges.

Remote Work Support: Provide necessary resources and support for employees working remotely, ensuring they have the tools and technology needed to perform their jobs effectively.

Transparent Communication: Communicate openly and transparently with employees about organizational changes, challenges, and opportunities.

Conflict Resolution: Handle conflicts and disagreements among team members promptly and constructively, promoting a positive and supportive work environment.

Feedback Culture: Foster a culture of constructive feedback, where employees feel comfortable giving and receiving feedback to support their growth and development.

Inclusivity: Promote inclusivity and diversity within the organization, ensuring that all employees feel valued, respected, and included.

Team Support: Encourage collaboration and teamwork among employees, fostering a sense of camaraderie and mutual support.

Recognition Programs: Implement recognition programs that celebrate acts of kindness, compassion, and support among employees.

Community Involvement: Support and encourage employees' involvement in community service or volunteer activities to demonstrate care for others beyond the workplace.

Flexible Benefits: Offer flexible benefits packages that allow employees to customize their benefits to meet their individual needs and priorities.

Family Support: Provide resources and support for employees balancing work with family responsibilities, such as childcare assistance or parental leave policies.

Clear Expectations: Set clear expectations for performance and behavior, providing employees with the guidance and support they need to succeed.

Continuous Feedback: Offer ongoing feedback and

coaching to help employees improve and grow in their roles.

Gratitude: Express gratitude and appreciation for employees' efforts and contributions regularly, showing that their work is valued and recognized.

Conflict Resolution Training: Provide training and resources to help employees develop conflict resolution skills and navigate challenging situations effectively.

Celebrating Milestones: Recognize and celebrate important milestones and achievements in employees' personal and professional lives.

Supportive Leadership: Lead by example by demonstrating care and compassion in your interactions with employees and colleagues.

Employee Assistance Programs: Offer Employee Assistance Programs (EAPs) to provide employees with access to confidential support services for personal and work-related issues.

Empowerment: Empower employees to take ownership of their work and make decisions that impact their roles and responsibilities.

Accessibility: Make yourself accessible and approachable to employees, so they feel comfortable reaching out for support or guidance when needed.

Continuous Improvement: Continuously evaluate and improve policies, practices, and initiatives to better support employees' well-being and demonstrate a commitment to caring for their needs.

By implementing these practical suggestions, leaders can effectively demonstrate and promote the value of "Care" within the organization, creating a supportive, inclusive, and compassionate work environment where employees feel valued, respected, and empowered to thrive.



النزاهة INTEGRITY

Lead by Example: Demonstrate honesty, transparency, and ethical behavior in all your actions and decisions.

Set Clear Expectations: Communicate clear expectations regarding ethical conduct and adherence to company policies and values.

Ethical Decision-Making: Encourage employees to consider ethical implications when making decisions, even if it means sacrificing short-term gains.

Open Communication: Foster an environment where employees feel comfortable raising concerns about unethical behavior or practices.

Zero Tolerance Policy: Enforce a zero-tolerance policy for unethical behavior, ensuring swift and appropriate action is taken when violations occur.

Training and Education: Provide regular training and education on ethics, compliance, and integrity to all employees.

Accountability: Hold yourself and others accountable for upholding ethical standards and maintaining integrity in all aspects of work.

Whistleblower Protection: Implement policies to protect employees who report unethical behavior from retaliation or discrimination.

Consistency: Apply ethical principles consistently across all levels of the organization, regardless of rank or position.

Conflict of Interest Policies: Establish and enforce clear policies to address and mitigate conflicts of interest within the organization.

Confidentiality: Respect and protect confidential information entrusted to you or your team, maintaining confidentiality at all times.

Fair Treatment: Ensure fair and equitable treatment of all employees, regardless of personal biases or preferences.

Transparency in Communication: Be transparent in your communication, providing honest and accurate information to stakeholders.

Ethical Supply Chain Management: Partner with suppliers and vendors who adhere to ethical standards and practices.

Compliance with Laws and Regulations: Ensure full compliance with all relevant laws, regulations, and industry standards.

Data Privacy: Respect and protect the privacy of individuals' data, adhering to data protection laws and regulations.

Avoiding Conflicts of Interest: Disclose and address any potential conflicts of interest that may arise in professional relationships.

Fair Competition: Compete fairly and ethically in the marketplace, avoiding unethical business practices such as price-fixing or collusion.

Responsible Marketing: Ensure marketing and advertising practices are honest, transparent, and do not mislead consumers.

Environmental Responsibility: Act responsibly towards the environment, minimizing negative impacts and promoting sustainability.

Community Engagement: Engage with and give back to the community in meaningful ways, demonstrating social responsibility.

Financial Integrity: Maintain accurate and transparent financial records, avoiding fraud or misrepresentation.

Leadership Accountability: Hold leaders accountable for their actions and decisions, regardless of their position or seniority.

Customer Trust: Build and maintain trust with customers by delivering products and services with integrity and reliability.

Respect for Intellectual Property: Respect the intellectual property rights of others and avoid plagiarism or infringement.

Supplier Relations: Treat suppliers and partners with fairness, honesty, and integrity in all business dealings.

Promotion of Diversity and Inclusion: Foster a culture of diversity and inclusion, promoting equal opportunities for all employees.

Ethical Leadership Development: Provide leadership development programs that emphasize the importance of integrity and ethical leadership.

Continuous Improvement: Regularly review and evaluate ethical practices and policies, making improvements as needed.

Public Accountability: Hold the organization accountable to the public and stakeholders, being transparent about business practices and decisions.

By implementing these practical suggestions, leaders can demonstrate and promote the value of "Integrity" in everyday situations, fostering a culture of trust, transparency, and ethical behavior within the organization.



التحسين المستمر CONTINUOUS IMPROVEMENT

Lead by Example: Demonstrate a commitment to continuous improvement in your own work and processes.

Encourage Feedback: Create channels for employees to provide feedback on processes, products, and systems.

Regular Reviews: Conduct regular reviews of processes and procedures to identify areas for improvement.

Set Improvement Goals: Establish measurable improvement goals for teams and individuals to work towards.

Training and Development: Provide training and development opportunities to help employees acquire new skills and knowledge.

Kaizen Events: Organize Kaizen events or improvement workshops to tackle specific challenges and find solutions.

Cross-Functional Collaboration: Encourage collaboration between departments to share best practices and identify improvement opportunities.

Incentivize Innovation: Offer incentives or recognition for employees who propose innovative solutions or process improvements.

Process Mapping: Use process mapping techniques to visualize workflows and identify bottlenecks or inefficiencies.

Lean Principles: Implement lean principles such as 5S, value stream mapping, and waste reduction to streamline processes.

Technology Adoption: Embrace new technologies and tools that can improve efficiency and effectiveness in the workplace.

Root Cause Analysis: Encourage teams to conduct root

cause analysis to address underlying issues rather than just symptoms.

Continuous Learning: Foster a culture of continuous learning where employees are encouraged to seek out new knowledge and skills.

Customer Feedback: Solicit feedback from customers to identify areas where products or services can be improved.

Quality Circles: Establish quality circles or discussion groups where employees can brainstorm improvement ideas.

Benchmarking: Conduct benchmarking exercises to compare performance against industry standards and identify areas for improvement.

Agile Methodologies: Adopt agile methodologies such as Scrum or Kanban to promote iterative improvements and responsiveness to change.

Documented Processes: Ensure that processes and procedures are documented and regularly updated to reflect improvements.

Data-Driven Decision Making: Use data and analytics to inform decision-making and identify areas where improvements can be made.

Continuous Monitoring: Implement systems for continuous monitoring and measurement of key performance indicators (KPIs).

Celebrate Small Wins: Celebrate and recognize small improvements and successes to maintain momentum and motivation.

Empowerment: Empower employees to take ownership of process improvements and changes within their areas of responsibility.

Regular Reviews: Schedule regular reviews and checkpoints to assess progress towards improvement goals.

Failure Acceptance: Encourage a culture where failure is seen as an opportunity for learning and improvement rather than a setback.

Leadership Support: Provide resources, support, and encouragement from leadership to drive continuous improvement initiatives.

Open Communication: Foster open and transparent communication channels where employees feel comfortable sharing ideas and suggestions for improvement.

Process Automation: Explore opportunities for process automation to eliminate manual tasks and improve efficiency.

Flexibility: Remain flexible and adaptable to change, embracing new ideas and approaches to drive improvement.

Continuous Improvement Committees: Establish cross-functional committees or teams dedicated to driving continuous improvement initiatives.

Regular Reflection: Encourage regular reflection sessions where teams can review past performance and identify opportunities for improvement.

By implementing these practical suggestions, leaders can foster a culture of continuous improvement where employees are empowered to identify, implement, and sustain positive changes in the organization.

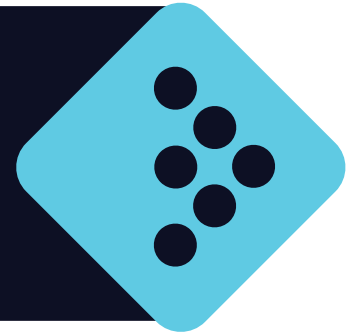


Faculty Members

Profile



Henning Wilken



Henning is a driven and confident business leader with a passion for visionary leadership, driving performance, embedding distinctive business cultures, and building lasting relationships.

His effectiveness to empower, develop and motivate talent is derived from his strong focus to balance scarce skills and critical roles for sustainable and scalable business growth.

Henning is a leadership development coach and facilitator and specializes in guiding leaders and organizations towards tangible results by catalyzing skill and mindset shifts. His personalized sessions and tailored workshops provide leaders with the essential tools and strategies to effectively navigate complex challenges and inspire high-performance teams. His approach is centered on fostering a growth-oriented mindset, which fuels continuous improvement and innovation, empowering leaders to adapt to evolving environments and propel sustainable organizational success.

He has extensive global experience in the Financial and Wealth Planning industry and mastered the art to achieve sales and business targets through collaboration, driving empowered accountability and practicing a growth mindset. He is proud of his skillful ability to reach business objectives through his unique ability to build relationships and stakeholder engagements.

Henning's global experience includes a combination of business and people capabilities that covers a broad range of Sales, People Practices, Financial Services, Compliance, Training & Development, Performance Management, Leadership and Financial Planning.

Unique contribution to the faculty includes:

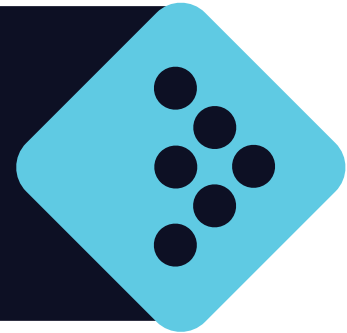
- Lead the HR and Talent functions to support business performance in line with legislation and best practices, HR policies and procedures
- Successfully manage diverse sales teams to reach and exceed targets and business objectives
- Achieve business objectives through training, Employer Brand and Employee Value Propositions
- Global representation of the business and corporate brand
- Play a strategic role in the launch of a new distribution channels
- Being a Key Individual for Financial Services Provider

Areas of expertise: People Skills and Management, Assertive Leadership, High Performance Team Leader, Team Dynamics and Development, Certified Financial Planner, Financial Planning & Advice, Stakeholder engagements and Sales

Profile



Wafa Albaz



Wafa Albaz is a forward-thinking senior management professional, with over 25 years of experience in diverse managerial roles with a focus in the educational field. Primarily, in Learning & Development trends & techniques. Capable of forecasting & identifying training needs by collaborating with industry leaders & government entities, to design tailored plans that will increase efficiency & productivity. Proficient in conducting industry related training & workshops. A consultant partnering with the two most well-known psychometric assessments (Birkman & Harrison), which are valuable tools in the HR related fields. Long & deep experience in Career Guidance & executive Coaching. Finding joy & satisfaction in empowering people.

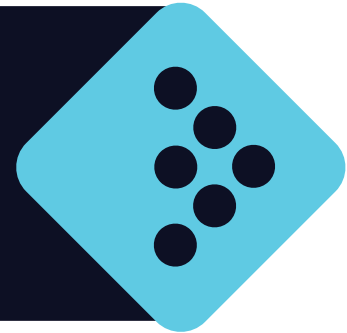
Wafa accomplished numerous initiatives and consultancy projects:

- Joined recently the faculty team of PWC academy in Saudi Arabia.
- Contributed to the establishment of the training and development unit at the General Authority for Statistics.
- She was part of the team of the graduate capability's development project at Prince Sultan University in collaboration with SABIC.
- Offered numerous programs and courses in leadership development at institutions such as: Bank AlBilad, Al Ahli Bank, Bank AlJazirah, and Bank Alinma. & many other organizations around Saudi Arabia, UAE & Egypt.
- Engaged in coaching sessions in the field of career counselling career days held at King Saud University, Princess Nourah University, Imam Muhammad bin Saud University, Prince Sultan University, Dar Al Uloom University, and Khutwa Employment Fair.
- Collaborative member of the skill development deanship team at King Saud University.
- Took part in the human resources restructuring and leadership assessment project at ARASCO in collaboration with Rounaq Al Hikmah Company.
- Proposed a project for developing the local environment of residential neighbourhoods as a collaborating consultant with BuroHappold Engineering.
- Offered several leadership development programs through Alliance for Training and Development.

Profile



Wafa Albaz (continued)



- Served as a development and assessment consultant in the Women's Leadership program under the umbrella of the Ministry of Human Resources, Princess Nourah University, and INSEAD University in collaboration with Masterz Legacy (using the Birkman assessment method).
- Worked within the development and awareness team for municipal elections programs and promoted the concept and culture of voting in collaboration with Al Nahda Philanthropic Society.

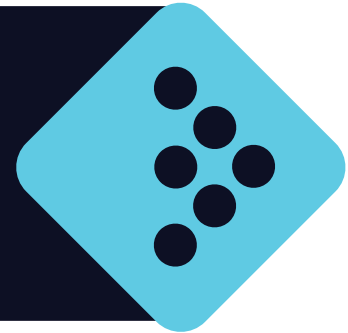
Educational Qualifications:

- Bachelor's degree in English from Saud University.
- Leadership Development Program - Dale Carnegie.
- Professional Leadership Certificate from Durham University, UK.
- International Birkman Assessor.
- Coaching Certificate: Ericksonian School. ICF Candidate.
- Harrison International Assessor

Profile



Helena Hofmeyr



Helena is a Human Resources Professional with a recognised career spanning three decades dedicated to enhancing people and organisational effectiveness across the HR value chain. Her ability to think strategically, develop conceptual models and solutions, and seamlessly translate these into practical, implementable actions have made her an asset to executive teams. Helena's career is marked by extensive collaboration with executives and leadership teams, guiding them in propelling business performance through designing and applying organisational effectiveness practices, culture transformation, and leadership development.

Her professional journey is characterised by her versatile experience across various industries, including Petrochemicals, Oil, Energy, Manufacturing, Banking, Technology, Fast-Moving Consumer Goods (FMCG), Retail, and Professional Services. In her recent role as the People Experience Director for a prominent FMCG organisation, Helena was pivotal in steering and executing strategies in crucial areas such as talent acquisition, employer branding, talent, learning, and leadership development, alongside spearheading initiatives in organisational culture, employee engagement, diversity and inclusion, and employment equity.

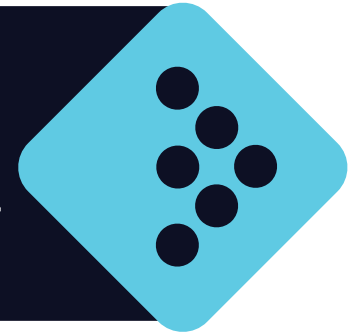
Helena's passion lies in driving people and organisational transformation projects. She excels in assessing HR strategy, processes, and practices, benchmarking results against external best practices, developing transformational roadmaps and initiatives, and coaching for successful implementation. Her collaborative leadership style is instrumental in building internal capabilities and fostering a sense of ownership among teams and leaders at all organisational levels.

Helena is channelling her expertise towards building people and organisational effectiveness practices and capabilities, leading organisational culture and change projects across diverse organisations. Her areas of expertise are comprehensive and include HR strategy, strategic sourcing, employee value proposition and branding, talent management practices, succession planning, leadership development, learning in the flow of work, capability development, crafting enriching employee experiences, and spearheading change enablement. She is a catalyst for change, driving the evolution of HR practices to align with the ever-changing landscape of the workforce and workplace.

Profile



Tanya De Villiers



Tanya De Villiers is a distinguished Consultant and published author, with a wealth of experience in Human Resources, Business Development, and Education. With a strong background in leadership development, coaching, and talent management, Tanya has successfully partnered with clients globally to achieve their goals. She excels in designing and delivering training programs, workshops, and assessments across various industries, emphasizing leadership development and emotional intelligence.

As the Founder/Director of various Business Consulting Firms, Tanya has driven the company's strategic vision, business development efforts, and service offerings to ensure relevance and competitiveness in the market. Her expertise in financial planning, team leadership, project management, and quality assurance has been instrumental in the firm's success.

In her role as a Consultant, Tanya managed large-scale assessment projects and utilized data analytics to provide valuable insights into clients' talent needs. Her experience in designing competency frameworks, succession planning programs, and performance management initiatives showcases her ability to deliver tailored talent solutions that drive organizational success.

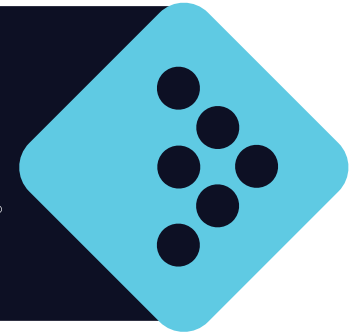
With a BA Honours in Clinical Psychology and a MA in Human Movement & Sport Science, Tanya combines academic knowledge with practical experience to deliver impactful leadership and development programs around the globe.

Areas of Expertise: Leadership program development and delivery, Coaching, and Assessments

Profile



Henry Chandler



Henry is a highly experienced scholar in Organizational Psychology with extensive expertise in Executive Leadership, Talent Development, Learning, and Organizational Effectiveness. Having worked across various industries such as Natural Gas, Oil, Petrochemical, Manufacturing, Mining, Renewable Energy, Professional Services, Banking, and FMCG, Henry has gained a wealth of experience in diverse global markets.

He is proficient in designing and implementing immersive approaches for developing future senior and executive leaders. Henry designs and leads Executive Leadership journeys, aligning business strategies with success profiles, shaping leadership philosophies, conducting comprehensive talent assessments, and establishing robust internal talent marketplaces for talent identification and succession planning. Moreover, he specializes in identifying strategic on-the-job assignments and tailoring bespoke leadership development initiatives.

During his tenure as the Executive Talent and Leadership Development Program Manager at SASOL and SABIC, Henry was responsible for the global succession planning and grooming of senior and executive leaders.

Henry has a Master's degree in Industrial Psychology and an Executive MBA. He is currently pursuing doctoral studies, and he also serves as a lecturer at the post-graduate level. His commitment to advancing scholarly pursuits while continuing to make significant contributions to the field of organizational psychology and leadership development is unwavering.

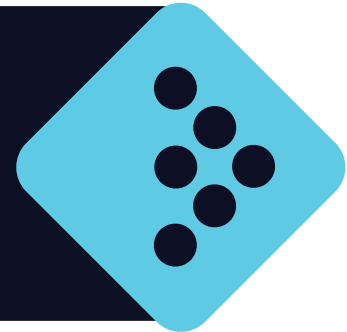
Areas of expertise

- Leadership Development
- Talent Development
- Immersive learning
- Coaching
- Assessments
- Transformation and Change management

Profile



Karien Stadler



Karien Stadler is a registered Industrial Psychologist with the Health Professions Council in South Africa, as well as a certified Aviation Psychologist with the European Association for Aviation Psychology. She has more than 20 years of experience in the areas of competency design, occupational assessment and integrated talent management. She accumulated experience in a range of leadership roles in the South African National Defence Force and occupied various roles as HR professional and Industrial Psychologist in South Africa, Saudi Arabia, Sudan and the United Arab Emirates which enabled her to engage with clients across 85 countries.

Karien recently founded AeroAssess Consultancy - an international business, focusing on talent identification, career transition and mental health and wellbeing support within the aviation industry. She also works as a freelance consultant across industries and is passionate about the application of technology such as artificial intelligence and predictive analytics to transform assessment data into future insights.

Karien stays abreast of industry trends, conducts continuous research and frequently presents papers at conferences. She is currently pursuing doctoral studies at the Swiss School of Business and Management and is a member of the European Association for Aviation Psychology's advisory team on Pilot and Air Traffic Control selection. Her most recent publications focus on the psychological impact of COVID-19 on pilot mental health and wellbeing, as well as on common practices of psychological selection within aviation.

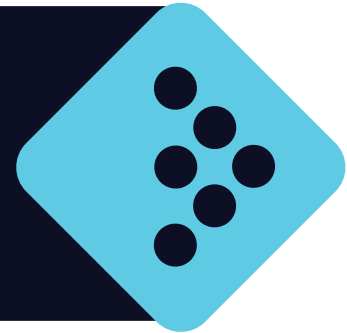
Areas of expertise

- Talent Identification
- Leadership Development
- Psychometric Assessments
- Success Profiling
- Competency design
- Executive Coaching
- Mental Health and Wellbeing Interventions

Profile



Dr. Salah ALEissa



Dr. Salah ALEissa is board member, global leader, founder and executive of leading organization and corporation. A founder of SABIC Academy and chief learning officer, where he led transformation of learning and development at SABIC globally. With extensive knowledge in enterprise wide learning strategies, talent development, learning organization effectiveness with proved track records of business impact over 20 years of experience. Salah also a founder of center for corporate governance one of PIF portfolio company. Board member of many organizations including Cranfield School of management and Cranfield Saudi Executive Advisory Board. Board member at Higher Institute of Plastic Fabrication (KSA). Salah also provided many speeches in many international conferences, participated in tens of panel discussions on latest trends in L&D matters, Future of Work, organization transformation, Culture , and leadership.

Coming with Industrial background and extensive experience in working for BP, Unilever, and GlaxoSmithKline at UK, Salah also was the recipient of second best research project funded by Engineering Physical Research Council, UK. Holds an Executive MBA from Thunderbird School of Management, Arizona, PhD, Master and B.Eng from Brunel University and University College London in the UK.

Areas of expertise

- Executive and Leadership Development
- Talent Development
- Succession planning
- Immersive learning experience
- Coaching
- Assessments
- Transformation and Change management



Important Contacts

For any support, please reach out to:

Fedaa Aldhafer - AldhaferF@maaden.com.sa (Support with Cohort allocation and Ma'aden-related matters)

Sune Jonker - sune.jonker@fitt.ai (Support with Assessments)

Stefan Strydom - Stefan.strydom@fitt.ai (Support with on ground logistics & support, media and website communications)

Elizma Stander - Elizma.Stander@fitt.ai (Support with FittCOACH - Online Learning Portal communications)

Henry Chandler - Henry.Chandler@fitt.ai (Support with Faculty, content and program-related matters)

We are excited to embark on this learning journey with you and look forward to your active participation and contributions.

