



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.

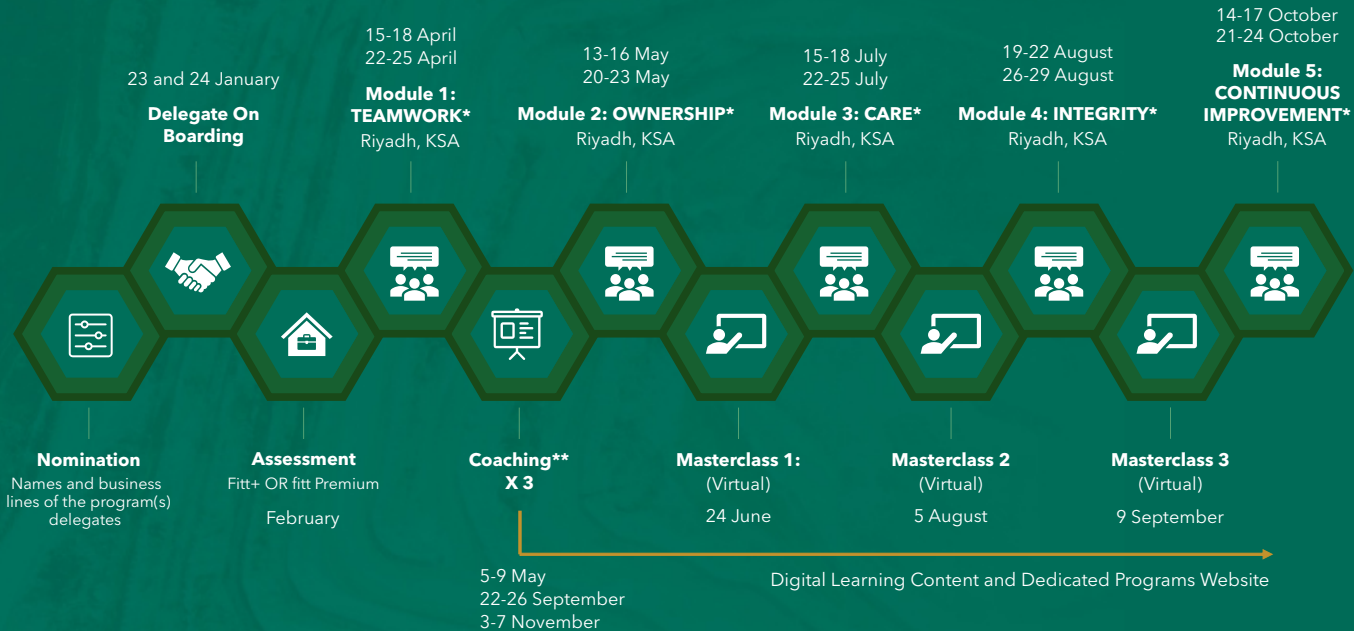
Ma'aden Leadership Development Programs

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: PEAK



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: PEAK



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: PEAK

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

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.

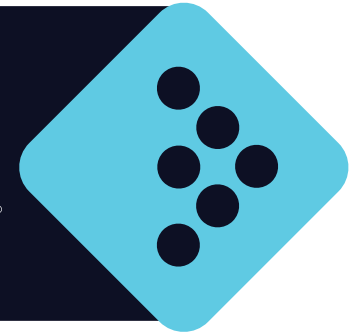


Faculty Members

Profile



Dr Gustav Gous



Specializes in the intra and interpersonal aspects of business and human functioning.

Pre-studies: Degrees in: Philosophy, Psychology, Theology.

PhD: University of Pretoria (research in Geneva, Switzerland);

Ecumenical Studies: International Relations.

- In-house Executive Coach for the petro-chemical company Sasol 1995 - 2004
- Life coach for senior executives and private individuals (local and international).
- International inspirational and motivational speaker
- Received the Certified Speaking Professional (CSP) award in the USA.
- Professional Speaker on five continents
- Inducted into the Speaker Hall of Fame (HoF), Namibia
- Past President PSASA: Professional Speakers Association of Southern Africa 2009/10
- Past President PSAN: Professional Speakers Association of Namibia 2016/17

- Corporate consultant on Diversity Intelligence: Short and long term interventions.
- Founder President: Diversity Intelligence Institute.
- "War to Adore" Method[®]
- Radio life coach: National radio: South Africa: RSG FM100-104
- Program: 'Fiks vir die Lewe'

Developed the:

- Diamond Profiling[®] technique for Executive formation;
- "Get-a-Life"[™] method for life/work integration (Life planning program);
- the unique Gustav Gous Coaching Method[®], and
- the "Short Walk to Freedom"[™] method for leadership transformation.

Presents MBA and DBA modules and courses for European Business schools and Universities, in the Middle East.

MD: Short Walk Seminars (Pty) Ltd

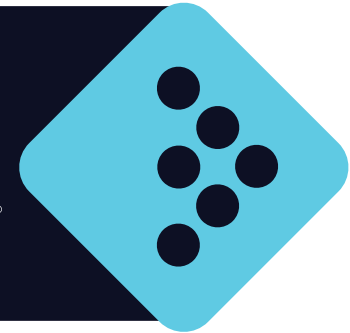
MD: KnowledgeWorx, Namibia (Pty) Ltd

Married to Annelize. Three daughters: Jana, Nandi, and Mila.

Profile



Dr Ryk Croukamp



Ryk comes from industry and the front line. He commenced his career in the Petro Chemical Industry, where he constantly re-invented his career. He worked across the supply chain value chain, including air-, rail, road and sea freight portfolios and international trading. From here, he moved into a sales and marketing role where the transportation and distribution of hazardous chemicals and the associated responsible care approach featured strongly as part of his portfolio.

Pivoting his career to explore new opportunities, he went into supporting roles such as business development, strategy implementation and organizational development. In the latter part of his career in petro-chemicals and telecommunications, he led large scale transformation projects across three continents and many 22 countries before venturing out to start his own consultancy.

With a PhD in behavioral sciences Ryk is passionate about re-humanizing practices. He is known to not blindly follow mainstream fads and fashions, with the ability to help individuals, teams and leaders become the best they can be. By integrating his skills and experience from the front line, as well as his knowledge of organisational culture, workplace climate and human behaviour, he translates this combination into sustainable business results. His signature strength is his ability to weave academic and scientific

rigor together with real world experiences in unique ways. This ability was successfully demonstrated by leading large scale transformation projects and doing leadership assessment, development and coaching interventions with a variety of clients on four continents. These clients ranged from trauma medicine, healthcare, shared service environments, mining, oil and gas, exploration, electricity, special risk insurance, airlines, petrochemicals, telecommunications, a variety of universities, the defense and consulting industries.

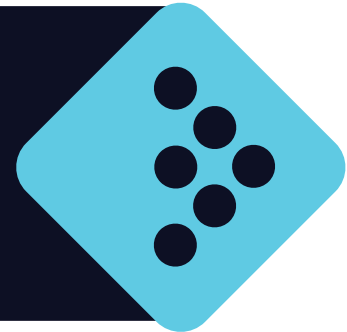
As an avid adventurer with a successful summit bid in the Himalayas, his mountaineering experiences deeply influenced his approach and passion for transformation at personal and organisational levels. He uses that learning to offer an integrated value proposition that weaves diagnostics in strategy, culture, organizational climate, and leadership into a systemic intervention that leads to genuine self-discovery, self-development, and sustainable performance. He confronts these existential and sustainability challenges from a place of purpose, values and our common humanity.

Areas of expertise: Leadership Assessment and Development; Coaching; Culture Transformation, Change management, Employee engagement and Work Wellbeing.

Profile



Dr Sarah Babb



Sarah is a highly experienced leader and specialist focused on Leadership Development, Organizational Development, Strategy alignment and Change. Sarah has worked extensively across multiple sectors for the past 23 years. She has led diverse teams in impactful large-scale programs across regions reaching shared vision, culture change and organizational goals.

She is proficient in designing and developing and facilitating executive and senior leadership development initiatives and programs. Her designs include a range of fit for purpose methodologies and platforms for virtual learning, synchronous and asynchronous, for small intact teams and large scale interventions and a range of topics and outputs. Sarah has led culture change programs with such organizations as Volkswagen Africa, South African Reserve Bank.

Sarah has published widely over the years and has submitted her PhD in Leadership Identity Development in December 2023. Additional qualifications include an MBA (cum laude), PDM (HR), BA (Industrial Psychology).

Sarah is also a qualified and experienced executive leadership coach, leadership team coach, action learning coach, and learning integrator, roles she has played as part time faculty with two business schools on a range of executive and senior leadership programmes. Her ratings sit consistently in the 90th percentile. Sarah is focused on building purpose driven future fit leadership capacities and organisations to navigate successfully in these complex times. In this vein, Sarah has led national scenarios programmes and led transformative sectoral skills development programmes. She thrives in fast paced environments, with passion and focus.

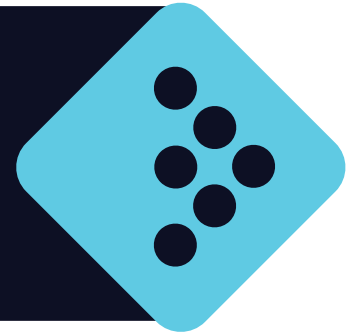
Areas of expertise

- Leadership Development
- Organizational Development
- Leadership Coaching
- Transformation and Change management
- Strategy facilitation
- Leadership Development Frameworks
- Learning design and Facilitation

Profile



Dr Daniel du Toit



A registered Industrial Psychologist, he divides his time between consulting to organizations, individual growth interventions and writing on leadership and coaching. He consults to both small organizations and global corporates on leadership development. He has consulted to more than 100 organizations and has been in coaching and counselling sessions for more than 15 000 hours over the last 30 years.

Started his work life in the mining arm of the Barlow Rand Group, then moved to the Omnia Group, active in the manufacturing and marketing of fertilizer, explosives and industrial chemicals. Held various positions in Human Resource Management and Development. Last positions were: Group Training Manager; HR Manager: Business Units & International divisions and General Manager: HR.

For 10 years a senior faculty member at a the North West University, involved in the training of Industrial Psychology students, mostly at post-graduate level. Received award for continuous high research outputs over a 3-year period in 2012 as well as awards for Excellence

in Post-Graduate study guidance in 2013, 2014 and in 2015. Received a bursary from the Centre for Creative Leadership for Doctorate study on the Psychology of Leadership. Received award for the Best paper based on a Doctoral study at 7th European Conference on Management, Leadership and Governance in Nice, France at Skema Business School.

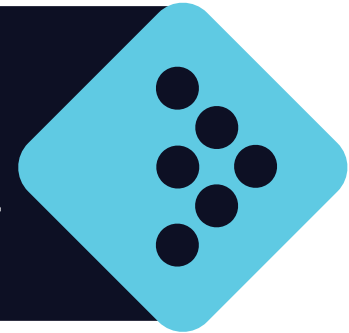
He is author of several peer-reviewed articles, chapters in specialist and text books and presenter at numerous national and international conferences. Still appointed as Extraordinary Professor and regular guest lecturer at North West University.

Main areas of interest: Applying Depth psychology principles in leadership development, following an inside-out approach. Passionate about stimulating personal growth and leadership development using art as medium for self-exploration. Other areas of interest include stress and burnout; barriers to flourishing; conflict management; relationship adaptation and dealing with fear and anger.

Profile



Prof Marius Stander



Professor Marius Stander is a management consultant, lecturer, and researcher specializing in assessing and optimizing the potential of talented people and teams. He has a passion for people development, following a strengths-based approach. He believes that every individual has unique potential and strengths that can be utilized to ensure personal meaning and improved wellness and performance within a specific context. He strives to facilitate processes where leaders use their strengths to address development areas. Seeing people optimizing their potential is rewarding and creates meaning for him.

Marius has been consulting for various industries and companies (80+) in Africa, the Middle East, China, the USA, Europe and APAC for the past 40 years, specializing in leadership development, executive coaching, assessing and optimizing talented people, and

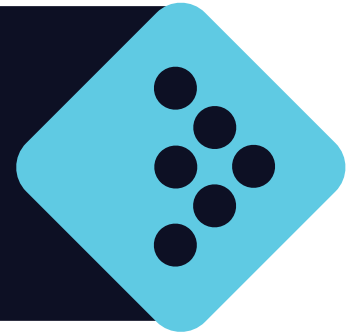
team development. His teaching and consulting work supports his research preference. He has taught master's level leadership development and coaching courses for the past 38 years. Marius is a rated researcher who has presented over 75 scientific papers at various international conferences and published over 50 articles in scientific journals.

He is a Life-Long Honorary member of the Society for Industrial Organisational Psychology of South Africa. Marius is a registered Industrial Psychologist (Health Professional Council of South Africa), Mentor and Master Human Resource Practitioner (South African Board for People Practices). Marius prides himself in creating and maintaining excellent stakeholder relationships and as an agile learner who can learn from everyone he meets.

Profile



Youssef Nabil



Youssef is a seasoned Human Resources professional with more than 25 years of cross-functional experience in Learning and Development, HR Consulting, Assessment and Development as well as Executive Coaching. He worked with numerous consulting companies in the Gulf region over the past 14 years in leading projects and consulting engagements that spanned the United Arab Emirates, Saudi Arabia, Qatar and others. His Arabic-speaking capabilities coupled with his expertise in HR have uniquely positioned him in this field.

Expertise

- Implementing new HR concepts and curricula
- Designing and implementing of Development Programs
- Delivering assessment projects
- Executive Coaching
- Competency Framework Design
- Interviewing candidates from entry level to C-suite
- Tri-lingual speaking capability (English, Arabic and French)

Experience

Prior to transitioning into the consulting field in 2011, Youssef led the establishment and management of the first ever Assessment & Development Department at Orascom Construction Industries in

Cairo, Egypt. During his tenure from 2007-2011, he founded the OCI Academy which provided Internship, Talent and Leadership Programs to current and newly hired talented engineers. In this capacity he was involved in assessment and providing feedback for around 1,500 employees and external candidates. He designed technical and leadership training curricula for all the engineers participating in the Academy's programs to upskill and develop their leadership and technical capabilities. He selected, mentored and led a team of in-house assessors, helped shape the new Competency Framework and put in place HR assessment procedures.

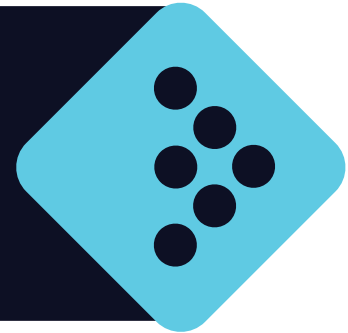
Qualifications

Coaching Certification Accredited by Association of Coaching UK
Accredited "Assessor Skills" and "Center Manager" (SHL)
Level A & B Occupational Testing (SHL)
Registered User for a broad range of Psychometric Tools such as Saville® and Strengthscope®
MBTI® Certified Practitioner (CPP)
Competency Based Interview (SHL)
Spin Selling (Huthwaite - UK)
SPHR (American Chamber of commerce in Egypt)

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.

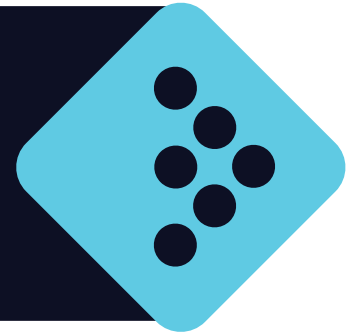
Areas of expertise

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

Profile



David Maclean



Being an enthusiastic lifelong learner myself, I am fascinated with the process of how people learn. My life vision is to reimagine learning experiences that transform society and create sustainable employment. Having gained valuable expertise in working across continents and different regulatory environments, I look for ways to remove traditional boundaries to give more people easier access to good education.

Having worked for three decades in both corporate and creative fields, I know the power of collaborative leadership in the promotion of original thought. Therefore, I collaborate with education providers and specialist educators to create teaching programmes and learning environments that combine a solid understanding of how to learn with how to grow entrepreneurial insight.

My former roles include Director of SAE Institute South Africa; Director of the Council on International Educational Exchange in South Africa; Head of Brand for Educor Holdings; Head of Marketing, Head of Virtual Learning, and Senior Business Development Partner at Henley Business School Africa.

My purpose is to increase people's access to education and learning institutions' revenue for the long term. By improving efficiency in new investments, administration and teaching and learning, my approach works to remove speculation, guesswork, and bottlenecks. The DAVID MACLEAN brand embraces management as a social science through the bilingualism of business and academia.

Qualifications

Master of Arts: Specialising in Creative Media Practice (Middlesex)

Master of Business Administration: Specialising in Executive Management (UCT)

Master of Philosophy: Specialising in Evidence-Based Management (GIBS)

Certifications: Facilitation, Assessment & Moderation



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.

