



# Program for Advanced Leadership and Management

2 -14 December, 2017 | Madinah, Saudi Arabia

**Bridging the Leadership Deficit, High Impact Executive Education Program,  
Presenting Top Business School Professors and Global Management Consultants  
for Two Weeks of Unparalleled Learning in A City Where Knowledge Transforms Into Action.**

Aspire and Be Inspired !

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Organized By |



**mile**  
madinah institute  
for leadership & entrepreneurship







PALM 2 participants from 18 different countries



Under the patronage of  
His Royal Highness Prince

**Faisal Bin Salman  
Bin Abdulaziz Al Saud**

Governor of Madinah





“



I am so pleased that such high quality executive education program is offered in Madinah. I have found the Program for Advanced Leadership and Managment to be a very enriching and unique experience that addressed intelectual, spritual, emotional and physical aspects of leadership development”

**H.R.H. Prince Saud Bin Khalid Al-Faisal**  
Deputy Governor,  
Madinah Region



# WELCOME TO

# MILE

I would like to welcome you to The Madinah Institute for Leadership and Entrepreneurship (MILE), a non-profit institution that aims to build leadership and entrepreneurial excellence in the Arab and Muslim world. MILE is a corporate social responsibility initiative founded by The Madinah Knowledge Economic City in collaboration with the Saudi Arabian General Investment Authority (SAGIA); however, it grew to be a collaborative initiative that attracted the contributions and support of many companies, academic institutions, research & consulting organizations and professional groups.

As of now, MILE programs have been attended by top executives from more than 590 companies around the globe and have attracted above 1255 participants from more than 25 countries..

MILE brings senior executives and high potential leaders from all over the world to discover new dimensions in leadership and management practices and helps them grow in their careers.

MILE offers participants priceless engagements with the world's most influential academics and business leaders to discuss and debate on a range of critical management and leadership issues. Our programs offer the participants the opportunity to become agents of positive change in their respective organizations and accomplish their personal goals.

MILE aims to achieve its vision through building an effective collaborative network, leveraging information technology, offering relevant holistic life-long developmental services, ensuring sustainability and continuous development of intellectual capital, and striving to become a role model in applying the most advanced and ethical management practices.



**Dr. Mohamed Moustafa Mahmoud**  
CEO, MILE

“

**MILE PROVIDES WORLD  
CLASS EXECUTIVE  
EDUCATION WORKING WITH  
ACADEMIC INSTITUTIONS,  
CONSULTING  
ORGANIZATIONS AND  
PROFESSIONAL GROUPS”**



**MILE is located at The Madinah Knowledge Economic City, only 4 KM from Masjid Nabawi, Holy Mosque.**

► Some of the key attributes which give MILE a competitive advantage.

Executive Coaching	Weekly Webinars
Most Successful CEOs	Personality Profiling
Top Business School Speakers	On-Line Resources
Local / Regional Case Studies	Business Simulation

## I MILE ACADEMIC COMMITTEE (MAC)

The MILE Academic Committee provides advice and guidance for the topics, content and speakers in our executive programs.



### Dr. Ali Salmi

#### President, Arab Management Association

Dr. Ali is a Professor of Business Administration at Cairo University. He is also the CEO of “Global” Management Expertise” and the Advisor of the Arab Academy for Science and Technology.

Dr. Alsalmi is the Ex-Federal Minister of Management Development for the Government of Egypt. He is also serving as the Chairman of Business Schools Committee at Egyptian Universities Supreme Council.



### Dr. Mansour Javidan

#### Dean of Research & Garvin Distinguished Professor, Thunderbird School of Global Management

Dr. Mansour has authored over 40 publications in Harvard Business Review and many other journals. He has taught at senior executive programs in over 20 countries and has been designated as an expert on global leadership by the World Bank. He is the President and Chairman of the world-renowned research project on executive performance and leadership, titled GLOBE (Global Leadership and Organizational Behaviour Effectiveness). He is the co-editor of the first GLOBE book, which was the recent winner of “The M. Scott Myers Award for Applied Research in the Workplace.”



### Dr. Ahsan Iqbal

#### Minister of Planning & Development Pakistan

Dr. Ahsan Iqbal's appointments include Chief Coordinator Pakistan 2010 Program; Deputy Chairman, Planning Commission; Chairman, Good Governance Group; Chairman, Pakistan Engineering Board, and Chairman, National Steering Committees on IT, IQM and Productivity. He earlier served as Policy and Public Affairs Assistant to the Prime Minister of Pakistan. He also served as Senior Advisor at Knowledge Economic City. He has held senior-level corporate positions in public sector corporations of Pakistan, and was a Professor of Management at Mohammed Ali Jinnah University, Islamabad. He received his MBA from the Wharton School. He has also attended executive programs at the University of Oxford and Harvard University.



### Dr. Walid Hejazi

#### Associate Professor, University of Toronto, Canada

Walid Hejazi is an Associate Professor of Business Economics at the Rotman School of Management where he regularly teaches Canada's current and future business leaders in the MBA, EMBA, and custom Executive programs. Walid has also consulted for several branches of the Canadian and foreign governments, on themes related to international competitiveness. He has published extensively in many business journals and publications. He has assisted several large retail chains find new ways to understand their market data, providing them with perspectives that have allowed them to optimize their marketing activities, reduce inventory holdings, and develop criteria in location selection.



## I MILE ACADEMIC COMMITTEE (MAC)



**Dr. Bassil Yaghi**

**Partner, Strategy Consulting, PricewaterhouseCoopers**

Dr. Bassil is a Middle East Partner leading the Strategy and Performance advisory practice with PwC in Saudi Arabia. He has led many large-scale strategy development and implementation projects in the public and private sectors. He also has authored many publications in strategy development and strategic performance management and delivered executive education courses in Europe and the Middle East. Prior to joining PwC, he taught Strategic Performance Management at Cranfield School of Management, a Centre for Business Performance, and the Advanced Institute of Management Research (AIM). Before that, he was the Vice President for Strategy with a subsidiary of a multibillion dollar conglomerate in the Middle East.



**Kirk-Dale McDowall-Rose**

**Partner, Performance and Technology Services KPMG ELLP, Saudi Arabia**

Kirk-Dale is a partner in the Saudi Arabian member firm of KPMG. His speciality is operational improvement and technology transformation. His career spans senior advisory roles in strategy, finance, risk management, process improvement, and change management. Prior to KPMG in KSA, he held senior positions with British Petroleum, KPMG Consulting in the UK and a technology startup in San Francisco. He manages a large client portfolio spanning a range of industries including oil and gas, aviation, research and development, public sector and Islamic banking. He holds a Masters degree in Mathematical Modelling and Numerical Analysis from the University of Oxford, and an MBA from New York University - Stern Business School in conjunction with the London School of Economics.



**Dr. Mustafa Ozel**

**Chairman, Foundation for Sciences and Arts, Turkey**

Dr. Mustafa has published over a dozen books on global competition, strategic leadership, and economics. He is also the chairman of the prestigious educational NGO, Bilim ve Sanat Vakfi (Foundation for Sciences and Arts). He currently teaches at Istanbul Faith University. Mustafa graduated from the Economics Department of Bo aziçi University, Istanbul, in 1980. While working for financial/ industrial firms throughout 1980s and 90s, he continued his graduate studies at Marmara University, and completed his PHD study in economic history in 1999.



**Dr. Wasim Azhar**

**Director, Center for Teaching Excellence, Haas School of Business, Berkeley**

Dr. Wasim Azhar is a Lecturer in Marketing. He was formerly a Professor of Business Policy and Marketing and Pro-Vice Chancellor at Lahore University of Management Sciences in Pakistan. He teaches Channel Management, and Global Marketing in the MBA, EMBA, & Executive Education programs at Sloan and Berkeley. Wasim has travelled extensively in Europe, Asia, and the Americas and especially enjoys teaching Marketing to an eclectic group of students drawn from diverse cultures at Stanford and UC Berkeley.

## I MILE ACADEMIC COMMITTEE (MAC)



### **Dr. Robert Kegan**

**Co-director, Change Leadership Group, Harvard University**

Dr. Robert has received numerous honorary awards including Boston University's The Gislason Award for exceptional contributions to organizational leadership. His 30 years of research has influenced the practice of coaching, psychotherapy, management, and leadership. He was credited with a breakthrough discovery of a hidden dynamic which impedes personal and organizational transformation. His work has now found its way into the core practice of leaders and senior teams in educational, business, and governmental institutions in the United States, Europe, and Asia Business Law and an MA in Common Law.



### **Mr. Jean-Marie Pean**

**Chairman, Bain & Co. Middle East**

Jean-Marie is the Chairman of Bain & Company Middle East. He is an expert in growth strategies and in aligning strategies and organizations. He has been advising clients in the Middle East for over fifteen years and has led the development of Bain in the Middle East. He is also one of the leaders of the Organization Practice where he specializes in issues related to diversified conglomerates, family-owned businesses and SMEs development.



# PALM

## PROFILE

**20**

Participants of 20  
different nationalities

**451**

451 Participants from  
21 different countries

**31**

31 Speakers from  
15 global consulting  
companies

**77**

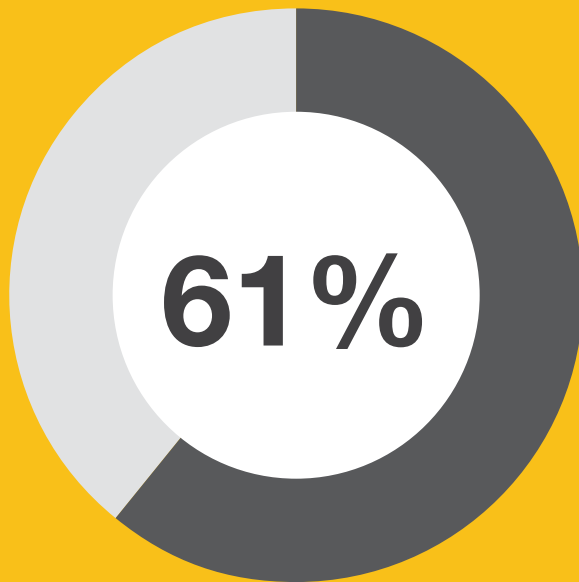
77 Speakers from  
21 different countries

**40**

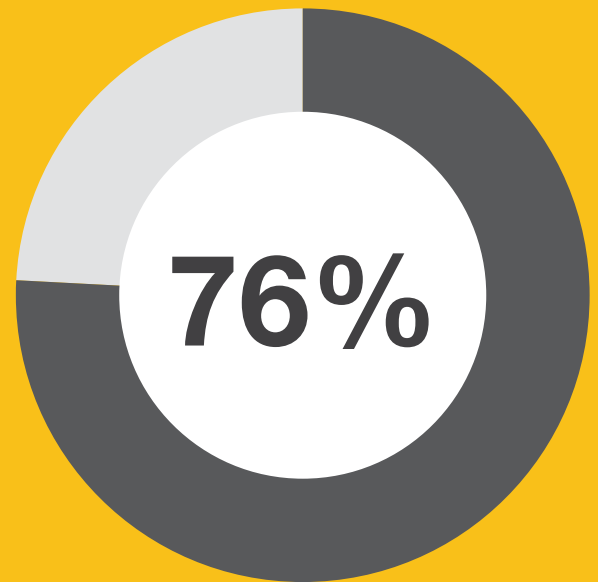
Participants' average  
age of 40 years

**36**

36 Young  
Executives Scholarships



Of participants holding  
post graduate degrees  
(Masters and PhDs)



Of participants  
have 10+ years experience

## alumni work at





“



I can't wait to go back home and tell everyone what a wonderful experience it was to be here. The staff and team were one of the best I have ever seen"

**Hoosam Shawki Malek**

Manager  
BCP Securities, USA

“



I am confident that MILE will be able to achieve its vision of becoming one of the top 100 global providers in executive education not in ten years, but in five."

**Gerrit Mastenbroek**

Chief Executive Officer  
TNT Logistics Europe, Netherlands

“



Excellent combination of rich content, high quality speakers, participants and to top that we were in the Holy City of Madinah."

**Mohammed ElBaraka**

Industrial Director  
Coca Cola, North African Bottlers, Morocco

“



Attending PALM was one of the best decisions I have ever made in my life. It gave me access to the finest collection of subject- matter experts I could possibly imagine. The high degree of intellectual stimulation and learning was simply awesome."

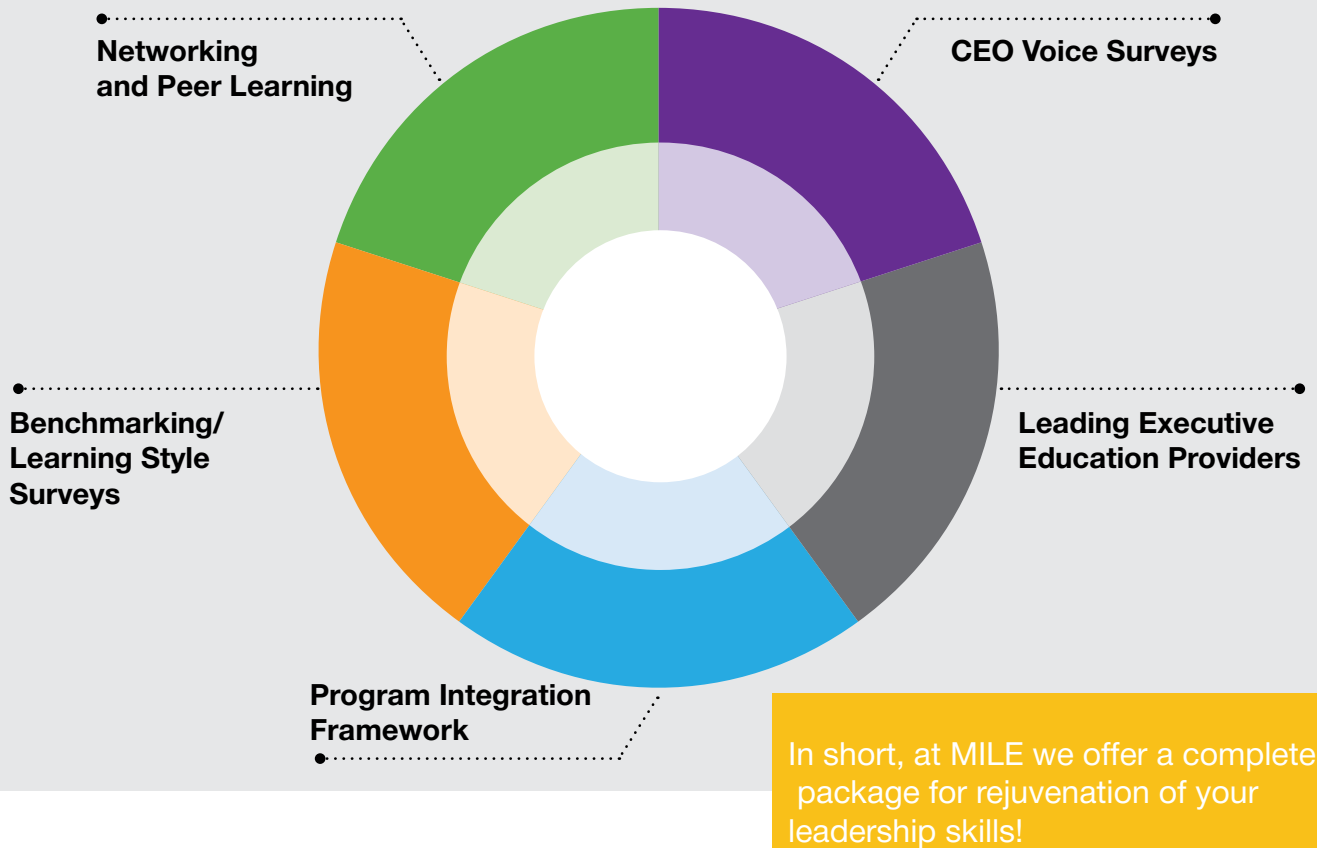
**Ahmed Munshi**

Chief Operating Officer  
Panda Super Markets, Saudi Arabia



# PROGRAM DESIGN





MILE follows a unique and comprehensive methodology for designing its programs and other leadership courses that it offers. Our programs answer broad industry needs and in many cases they attempt to solve existing industry problems and prevalent deficiencies that are practiced in organizational setting rendering the organizations to be unsuccessful.

At MILE we offer more than just academic curriculum taught by the leading subject experts. We follow a comprehensive cycle of program design and a standardized methodology to ensure the quality and rigor in our pedagogy. Our design team starts by reviewing latest business research and CEO voice surveys published by leading global management consultancy, this helps us to highlight new challenges and general requirement needs of the regional and local CEOs. Later, we explore leading executive education institutes and the curriculum they are offering, this leads us to contact the faculty members at top global universities who are actively engaged in executive education and who match our areas of need. As we finalize

our faculty, we conduct a program integration meeting which is attended by all the faculty on board and MILE's academic management committee. This meeting helps us to connect all the academic stakeholders involved and to carve out a robust program agenda which is presented for approval before the Global Academic Council at MILE. As we draw near to the program dates we conduct several short surveys, benchmarking the needs of our registered participants and making sure our faculty members adopt to their needs and learning styles.

Finally, we supplement our programs with several evening activities and optional professional training sessions offered by internationally recognized executive coaches. These activities serve to break the ice between our participants where they network and develop close network of associates. We also conduct evening medical check-ups, morning exercises and religious and spiritual activities to elevate the performance of the executives.



# PROGRAM OVERVIEW



PALM, is an eminent program of its kind for calibrating the development of local business leaders, it has gained high popularity in the region as it is steered by a pan-industry committee of world-renowned experts, speakers and facilitators and is scrutinized for relevance and authority.

Today's business challenges demand strategic, responsible and ethical executive leadership and unfortunately "leadership" is nothing more than an industry buzz-phrase, unless it saves time, cost, or labor, or it improves quality, enables growth, or develops a new competitive advantage. The governed factors that have the power to make or break today's businesses are; trends, change, strategy and bottom line.

Saudi Arabia's Vision 2030 was adopted as a methodology and roadmap for economic and developmental action in the Kingdom of Saudi Arabia. The vision stipulates clearly that the public, private, SME and NGO sectors need to play a pivotal role in materializing the vision. The objective of this two-week program is to shed lights on the role that each of these sectors need to play and the potential opportunities and commitments that are to be achieved by the public, private and nonprofit sectors.

The Program for Advanced Leadership and Management (PALM) keeping in view the regional/global needs

and the industry competitive pressures, offers the latest management concepts and tools, focused on transforming senior executives into potential leaders. This leadership program is designed to challenge your current perceptions about leadership and the values that shape it, encouraging to think and lead differently. The participants will leave with a broader vision of success and will experience the latest in learning techniques, acquire a unique skill set and insight into what makes a potential leader and collaborate with the thought leaders of today. This program will also support executives through the key transitions of their careers..

PALM is an opportunity for senior executives to interact with international and diverse peers, exceptional faculties from top 10 business schools, authors of best-selling books, and highly experienced consultants from the top global consulting firms. Participants will have the opportunity to expand their business repertoire to include new concepts, paradigms and forward-looking educational practices.





# Why to Attend



- Advance your strategic decision making capabilities.
- Learn how to move from mastery of one focused area to success in a broader role.
- Learn the latest trends on the leadership best practices from the world's top-notch leaders.
- Explore the workable tools with just-to-fit solutions.
- Be the change; develop the leadership and change management skills to embrace innovative solutions.
- Measure the value, impact and ROI of today's learning methodologies.
- Find answers to all your questions, challenges and business pains.
- Understand how market leaders are stunningly leading; internationally, regionally and locally.
- Meet all your peers, speakers and sponsors in just one Networking Coffee Break! This speed networking session will introduce you to educators, innovators subject experts and decision makers.
- Sharing knowledge among other similar workgroups and across various industries.
- Create a strategic plan to transform your PALM knowledge into action when you return to work.



Speed Business Networking Session, meet all your peers and find answers to all your questions, challenges and business pains.



Knowledge share among other similar workgroups creating a strategic plan to transform PALM knowledge into actions.



# PROGRAM SCHEDULE

2 - 14 December, 2017



Date	Morning Sessions		Afternoon Sessions		Evening
	Session A	Session B	Session C	Session D	Evening Optional Activities
	9:00 to 10:30	11:00 to 12:30	2:00 to 3:45	4:15 to 5:30	8:45 to 10:30
Saturday 2 Dec.	Hotel Check-In and Program Registration				Reception/ Inauguration Ceremony
Sunday 3 Dec.	Developing & Deploying Strategy Using the BSC Dr. Mohamed M. Mahmoud, Mile, Wharton Alumni				
Monday 4 Dec.	Entrepreneurship; Strategy and Innovation Prof. Marcus Alexander, London Business School, UK				Executive Coaching
Tuesday 5 Dec.	Value Based Leadership - Moral Intelligence Dr. Basil Mustafa, Oxford University, UK,				Madinah Cultural Dinner
Wednesday 6 Dec.	Corporate Leadership & Development Tony Swainston, Tony Swainston Ltd, UK				Historical Field Visits
Thursday 7 Dec.	Strategic Marketing Management Dr. Kamel Jedidi, Columbia Business School, USA				Group Photo
Friday 8 Dec.					
Saturday 9 Dec.	Operational Excellence Prof Philip Moscoso, IESE Business School, Spain				Medical Check-up
Sunday 10 Dec.					Masjid Nabwi Visit, Infrastructure & Control Center
Monday 11 Dec.	Managing Business - Global Mindset Dr. Mansour Javidan, Thunderbird School of Global Management, USA				Madinah Historical Museum
Tuesday 12 Dec.	Fake Work and Effective workforce Performance Curt J. Howes, President Organization Performance Strategies, Inc., USA				Share your success story
Wednesday 13 Dec.	Meet the Business Leaders in Madinah Conference & Graduation Ceremony				Complimentary Umrah



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I am very pleased to join this course, have learned a lot and found this course very interesting. The quality of the global speakers, participants and the interaction with them was a great help for me to learn more. The mix of program activities, case studies and Q&A has helped me in the arena of leadership and decision making . Having a great education in a great place like Madinah is the best one can hope for.”

**H.E. Dr. Tawfiq Al Rabiah**  
Minister of Health,  
Kingdom of Saudi Arabia.

# PROGRAM SCHEDULE

## Day 1

### Developing & Deploying Strategy using the BSC

Dr. Mohamed Moustafa Mahmoud, MILE, Wharton Alumni

Senior management teams are prone to focus excessively on short-term financial results – information reported after the damage is done, for better or worse. This is why the balanced scorecard lives up to its name.

This module introduces the key principles, tools of Strategic Planning that will be discussed and the criteria that measured performance from three additional perspectives—those of customers, internal business processes, and learning and growth.

The concept of Balanced Scorecard will be covered in details with many local cases studies from Hall of Fame Award-Winning Organizations, where the speaker assumed leading role. The current role of the speaker as advisor of the National Center of Performance Measurement of Public Entities, will allow him to shed light on most relevant KPIs developed for 'KSA Vision 2030' and the 'National Transformation Programs'. Participants will have the opportunity to apply the introduced Strategic Planning toolkits to their own organizations in group settings.

## Day 2

### Entrepreneurship; Strategy and Innovation

Prof. Marcus Alexander, London Business School, UK

In a rapidly changing world, some people believe that 'strategy' is too slow-moving and is no longer a useful concept. They suggest that an entrepreneurial approach is now required. Others point out that most real entrepreneurs fail, and they often make fatal mistakes which could be avoided with a more strategic perspective.

In this session, we will explore how best to combine the most positive elements of Entrepreneurship and Strategy in order to develop successful innovation. We will also consider some of the ways to open up greater innovation, and practice applying these to the participants' own businesses. We will look at the importance of aiming our ideas at a future world as it evolves rather than being trapped in current or past assumptions.

In particular, participants will:

- learn what entrepreneurs are really like, for good and ill
- explore the differences between strategy and planning and their links to external change
- recognise the nature and value of very different forms of 'innovation'
- understand how to blend entrepreneurship and strategy in ways that fit best with very different business contexts

We will summarise the key points of the day, enabling participants to pull together the main take-aways for themselves and their own organizations and develop some personal 'next steps' to ensure that they derive value from the points they have discussed and identified.



## Day 3

### Value Based Leadership – Moral Intelligence

Dr. Basil Mustafa, Oxford University, UK

An organisation that has created a great Team of people; a business that has mastered the art of service excellence and that is achieving spectacular growth and profits must have been pioneered by star performers. Developing successful leaders is a competitive advantage for organisations. This programme explores the impact of values-based leadership on organisations.

- › Enhancing motivation and workforce engagement
- › Nurturing moral competence and ethical management
- › Sustaining effective corporate leadership
- › Creating higher performing teams

The module offers you an opportunity to think deeply about your core values and reflect on your own leadership role with the aim of achieving higher performance.

Key learning objectives are:

- › Identify your 'core' values and how they reflect on the culture of your organisation
- › Role modelling and experiential learning of the leadership competencies
- › Acquire essential skills that distinguish successful leaders from process managers
- › Gain an Islamic understanding of Values Based Leadership and how it impacts your current professional role

## Day 4

### Corporate Leadership & Development

Tony Swainston, Tony Swainston Ltd, UK

Drives business results by aligning the vision, mission, and values to enhance business value. Is able to enlist the willing cooperation of others, while tapping into their highest skills and abilities, to achieve desired results. Today's leadership challenge is then for corporations to find this harmony. The harmony that must exist between leadership and management, between strategy and execution and of course between developing the self and developing others.

At the completion of this module you will be able to:

- › Identify the characteristics of different leadership styles.
- › Assess your own zone
- › Work more effectively across zones
- › Develop a greater understanding of other leadership styles

## Day 5

### Day 5: Strategic Marketing Management

Dr. Kamel Jedidi, Columbia Business School, USA

Marketing is a whole organization activity which is central to the long-term survival of a business; hence building a market orientation and customer centricity is inherently important in building stakeholder value for the firm.

Marketing operates by creating, communicating, capturing and sustaining value for the firm. Value creation occurs in highly successful firms through fanatical attention to the process of understanding customer needs and developing innovative propositions which steal a march on competitors. The value generated from customer insight and customer co-creation is communicated through multiple channels and firms should seek to integrate those channels according to customers' needs.

Once a marketing plan has been designed, it is implemented through the marketing mix, comprising the proposition, the price, the promotion and the place (distribution) methods adopted. This seminar seeks to provide participants with a powerful understanding of the organizational processes that need to be put in place in order to implement strategic marketing plans, using a variety of international case studies.

Upon completion of this seminar, participants will be able to:

- › How to identify market opportunities for value creation
- › Develop effective marketing strategies for value capture
- › Refine your decision making and analytical skills

## Day 6&7

### Operational Excellence

Prof. Philip Moscoso, IESE Business School, Spain

In this module we are going to cover how companies win over competitors by developing operational excellence, building agile supply chains and creating ecosystems with customers and suppliers to jointly beat competition. The objective of this Module is to learn from the best companies in the world how are they managing their operations, when and how to implement those approaches and the challenges you are going to face in the journey.

We will cover three distinct areas: lean operations and beyond, developing agile supply chains and creating superior operation processes across customers and suppliers. In terms of business sectors, we will cover manufacturing (Harley Davison), retail (Zara) and services (Novo Nordisk Engineering). The sessions will also give participants the opportunity to exchange their rich experiences in different fields of business, functions and levels.

## Day 8

### Managing Business - Global Mindset

Dr. Mansour Javidan, Thunderbird School of Global Management, USA

Our module focuses on the role of managers in the global environment and the additional complexities that managers face when they work with individuals and groups from other parts of the world. This module examines the cultural issues that arise in such situations and offers best practice advice on how to deal with them. The module also focuses on managers' individual attributes that help or hinder success in the global environment and introduces the concept of Global Mindset. Participants will receive their own individual feedback reports on their profile of Global Mindset and will develop action plans on how to improve their stock of Global Mindset.

Module Key Topics will cover:

- › Global leadership
- › Culture
- › Managing across cultures
- › Global Mindset

## Day 9

### Fake Work and Effective workforce Performance

Curt J. Howes, Organization Performance Strategies, Inc.

Mr. Howes specializes in increasing business performance by developing organizations to deliver their business strategies. It is an issues-based approach based on the premise that business and technical problems have significant organizational underpinnings.

His practice includes: setting strategic direction & priorities with executive leadership teams, targeted redesign of problem-specific processes, developing operating models, leadership development, diagnosing organizations and designing for high performance, developing competency-based learning organizations, post-merger and acquisition integrations, developing leadership teams, developing people strategies, shaping culture change, developing governance/ management systems and in organization transformation.

During this 1 day workshop, Mr. Howes will be speaking on

- › Building in High-Value Work
- › Aligning to the Strategy
- › Driving out Fake Work

Key Learning Objectives

- › Introduce a model for developing an organization performance system
- › Focus an approach on the Human Capital system for Workforce Performance
- › Developing Strategic Alignment of your Functions and Workforce
- › Identifying and Driving Out Fake Work and Building in High Value-Added Work
- › Developing a Performance System for Sustainable Results

## Day 10

### Meet Business Leaders in Madinah Forum



“



I found PALM participants to be a truly high caliber group, similar to the executives we teach at Harvard, Wharton and INSEAD. They have shown great willingness to engage in high intellectual levels of discussion. It was a great opportunity for me to participate as a speaker.”

**Prof. Paul Schoemaker**

The Wharton School, University of Pennsylvania,  
Philadelphia, USA

## I PROGRAM FACULTY



### **Dr. Philip Moscoso**

**IESE Business School, Spain**

Philip Moscoso is an associate professor in the department of Production, Technology and Operations Management and holder of the Eured Chair of Excellence in Services.

Had published extensively in international journals, congress proceedings, and business newspapers, both for practitioners as well as for the academic community. He has also authored teaching materials and a recent book about production management.

He completed a Service Operations Management Program at Harvard, a General Management Program (PDG) at IESE, an M.Sc., Doctorate in industrial engineering and management at the Swiss Federal Institute of Technology (ETH).



### **Dr. Mansour Javidan**

**Dean of Research & Garvin Distinguished Professor, Thunderbird School of Global Management**

Dr. Mansour has authored over 40 publications in Harvard Business Review and many other journals. He taught at senior executive programs in over 20 countries and has been designated as an expert on global leadership by the World Bank.

He is the President and Chairman of the world-renowned research project on executive performance and leadership, titled GLOBE (Global Leadership and Organizational Behavior Effectiveness). He is the co-editor of the first GLOBE book, which was the recent winner of "The M. Scott Myers Award for Applied Research in The Workplace.



### **Dr. Mohamed Moustafa Mahmoud**

**Executive Director, Madinah Institute for Leadership and Entrepreneurship.**

Dr. Mohamed Moustafa Mahmoud (Dr. 3M), as he is known to his wide network of business connections, is MILE's Executive Director. He was a professor of Management Sciences and taught at graduate and undergraduate levels in USA, Canada, Egypt and Kuwait. Dr. 3M has 3 Masters degrees in addition to a Ph.D. from Wharton School, University of Pennsylvania and has several publications in the areas of Neural Networks, Service Operations Management and has published various textbooks in Operations, Inventory Management, Management Science and Business Statistics for University of Alberta, Canada, 1994. He is also the advisor to the president of Arab Engineering and Management Consultants (Team International).



He was recently appointed as the Chief Advisor of the newly-established Saudi National Center for Performance Measurement of Public Entities. Prior to this position he was the senior VP for OD at Savola Group; director of the Office of Strategy Management for the Municipality of Jeddah, Advisor to the Mayor of Jeddah, Minister of Labor, Minister of Health, and now as an Advisor to the Minister of Economy and Planning, KSA.



## I PROGRAM FACULTY



### Curt J. Howes

President

Organization Performance Strategies, Inc.

Mr. Howes has over 30 years successfully consulting and implementing organization performance strategies. He worked for ExxonMobil for 18 years as a manager and internal consultant in the Upstream, Downstream, Headquarters, Research and Chemicals organizations.

Following his extensive internal industry experience, Mr. Howes worked for Accenture as an Associate Partner for 8 years consulting with Super Major, National and Independent Oil Companies, Utility Companies, and Business Start-ups.

At Accenture, Mr. Howes was on the Energy High Performance business study team that identified the factors that drive high performance among independent oil companies. It is published in an article, "Big Thinkers". He was also the Global Human Performance Lead for Organization and Change Strategy in the Resources Sector (Oil, Gas, Chemicals and Utilities). He has consulted in Southeast Asia, Africa, Europe, Russia, Central and South America, the Middle East, Australia and the U.S.A.



### Tony Swainston

Tony Swainston Ltd, UK

Tony Swainston is an expert leadership coach and management consultant, he is the author of The 7 Cs of Leadership Success and also a change catalyst.

He delivers innovative and bespoke client-centered solutions in Leadership Development, Executive Coaching, and Training across the UK and worldwide.

He works at Executive, Senior and Middle Management levels to maximize and transform the way people work. Tony has trained several senior executives in more than 10 countries around the globe in top corporate organizations. He is the CEO and Founder of Tony Swainston Ltd which was established in 2006 in UK and over the years has grown into a successful training Institute which is recognized by ILM the largest awarding body for Leadership and Management qualifications.



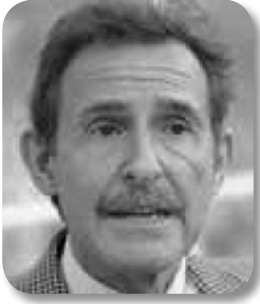
Columbia Business School  
AT THE VERY CENTER OF BUSINESS

### Dr. Kamel Jedidi

Columbia Business School, USA

Kamel Jedidi is the John Howard Professor of Business and the Chair of the Marketing Division at Columbia Business School, New York. He holds a bachelor's degree in Economics from University of Tunis and Master and Ph.D. degrees in Marketing and Statistics from the Wharton School, University of Pennsylvania. Dr. Jedidi has extensively published in leading marketing and statistical journals. His research interests include pricing, product positioning, and market segmentation. He was awarded the 1998 IJRM Best Article Award and the Marketing Science Institute 2000 Best Paper Award. He was also finalist for 2009 Paul Green Award for the Journal of Marketing Research and for the 2009 Long-term Impact Paper Award for Marketing/Management Science. Dr. Jedidi is senior Editor for the Consumer Needs and Solutions Journal and serves on the editorial board for the Journal of Business-to-Business Marketing. Dr. Jedidi has conducted seminars at several business conferences and universities and also spoken at and consulted with several multinational companies. He is a Founding Trustee of the Marketing Accountability Standards Board (MASB), a member of the Faculty Steering Committee, Columbia Global Centers (Amman), a Senior Editor for Rutgers Business Review, and a member of the Academic Council of ENPC's School of International Management.

## I PROGRAM FACULTY



### **Marcus Alexander**

**Adjunct Professor of Strategy and Entrepreneurship, London Business School, UK.**

He received his MA from Oxford University; and his MBA from Harvard Business School, where he was a Harkness Fellow, Baker scholar, Loeb Rhodes Fellow & the Ford scholar and he is a Fellow of the Ashridge Strategic Management Centre, an Associate Fellow at Oxford University and a Visiting Professor at Vlerick Business School in Belgium.

He consults to multinational companies in Energy, Financial Services, Media, Retail and FMCG and has worked with more than 50 Group CEO's over 3 decades. He has been a non-executive director of six companies in four countries, and is on the advisory board of a private equity firm. Prior to joining LBS, Marcus worked in investment banking; in strategy consulting at the Boston Consulting Group; and co-founded a business that he subsequently sold to an advertising group.

He has contributed to leading news outlets including the BBC, CNN, CNBC, The Times, and the Financial Times.



### **Dr. Basil Mustafa**

**Oxford Saïd Business School, UK**

Dr Mustafa is the Nelson Mandela Fellow at the Oxford Centre for Islamic Studies, a Recognized Independent Centre of Oxford University. He is Associate Tutor at the Oxford University Department for Continuing Education. Dr Mustafa has a special interest in e-learning and distance learning programmes. His taught courses include 'Islam in the Modern World' and 'Islam and the West'. He is a regular contributor to the Leadership Development Programme of the Executive Education Centre, Saïd Business School. Dr Mustafa was a speaker at the Inaugural Oxford Global Islamic Branding and Marketing Forum held at the Saïd Business School in July 2010. He has served as a public policy advisor (2000-2006) with the Inner Cities Religious Council at the Office of the Deputy Prime Minister (ODPM).

Dr Mustafa is Chairman of Oxford Islamic Finance limited and Director of Dar al Istithmar limited, a company specialised in research and development of Islamic financial products and Shari'ah compliant finance.

Dr Mustafa spent a short stint as a Visiting Professor at the University Technology Malaysia (2010) conducting research on the theme of Islamic business ethics

## PALM Speakers in Action

**Dr. Walid A. Fitahi**  
International Medical Center, KSA

**Dr. Andrew Kakabadse**  
Cranfield University, UK

**Dr. Michael J. Ho**  
Darden School of Business, USA

**Dr. Kamel Jedidi**  
Columbia Business School, USA

**Dr. Mohammed Nadeem**  
University of San Francisco, USA

**Eng. Rami Abu Ghazaleh**  
ALBAIK Food Systems  
Company Ltd, KSA

**Dr. Henri Servaes**  
London Business School, UK

**Dr. Costas Markides**  
London Business School, UK

**Dr. Mansour Javidan**  
Thunderbird, USA

**Arif Naqvi**  
The Abraaj Group, UAE

**Prof. Marc Sachon**  
IESE, Spain



# **MEET BUSINESS LEADERS in Madinah Forum**





## I Meet Business Leaders in Madinah Forum Entrepreneurship & Creativity

### Why Creativity is so Crucial for Entrepreneurs?

A thorough observation of the entrepreneurial process shows that creative thinking is the must have “skill” of an entrepreneur for the creation of new ideas. Creativity allows a person to devise interesting processes, which gives so many advantages to entrepreneurs.

Creativity is the root of entrepreneurship, learn skills and listen to examples from our region’s renown entrepreneurs and innovators as they discuss the parallels between the creative and entrepreneurial journeys. This forum will address some of the most important elements of entrepreneurship & creativity such as characteristics of the entrepreneurial process, why creativity is so important for entrepreneurs, the link between entrepreneurship and creativity, basic elements of the creative process and how to be creative and think outside the box.

In today’s economic world, entrepreneurship is considered the key factor toward economic development. Entrepreneurs strive to create more opportunities in industry, providing more employment options and ultimately having a positive impact on per capital income, revenue generation, lifestyle, etc.

The objective of this forum is also to discuss the fundamentals study of the reality motivations for entrepreneurship, innovation and technology and discuss ways to enhance and activate the role of the concerned authorities in this context.

## I Key Objectives

- Review the reality of entrepreneurship in the Kingdom and in the area of Medina.
- The important role of universities in entrepreneurship.
- To highlight the role of supporting institutions, incubators and centers of excellence in the rehabilitation and stimulation of leadership and innovation.
- Demonstrate distinctive models for successful local creative projects.
- Explore the role of Creative Technological Innovation and mitigating the challenges faced by entrepreneurs.

## I ADDITIONAL PALM UNIQUE FEATURES



### **Pre-program On-line Assessment**

All programs participants will be invited to complete an on-line assessment to identify their Learning Style.

Before the program participant will be able to generate a personalized Learning Style Report. This will help participants to learn faster and choose the most effective tools and methods of learning. A learning consultant will be available during the program for personal coaching.



### **Media & Public Speaking Coaching**

It's an essential professional development skill for all leaders. But media training isn't just about teaching executives and spokespeople how to look and sound good on camera.

Mr. Bill Connor, former White House TV Correspondent, Oratorio, will coach participants on how to:

- Understand audience demographics.
- Develop strong messages.
- Improve speaking skills and adapt them to specific media situations.
- Support key messages with good eye contact and body language.



### **Executive Coaching**

Executive coaching helps the best business people get even better. Primarily future-focused, executive coaching targets techniques and insights that make a positive and profound difference to personal and business effectiveness. Talent Q, a global consulting firm, will offer each participant three online assessments using a unique ability testing system, along with a one-on-one coaching session to discuss the participant's personality profile in detail. Coaching sessions will be scheduled during the program for a limited number of participants on a "first-come-first-serve" basis.



### **Smart KPI.com**

The KPI Institute is one of the leading authorities in the field of performance management and measurement. MILE will allow PALM participants to get the following:

- Free access to Smart KPI.com
- Free access to Complimentary reports



### **Video Recorded Lectures**

MILE will grant an access to our exclusive video-recorded lectures presented by renowned global business thinkers.



### **Communities of Practice**

An exclusive membership account with MILE Communities of Practice (COPs), enabling you to join multiple communities, interact with renowned subject experts, participate in constructive discussion threads and download knowledge base content.

## ADDITIONAL PALM UNIQUE FEATURES



### Free webinars

Free access to MILE on-line live webinars and depository of hundred of recorded webinars, along with their soft copy presentations and MP3 Audio Podcasts to download.



### Thematic Lunch

During Thematic Lunch, each round table will have a moderated discussion around a special theme. Table moderators will allow each person at their tables to share his/her experience. It will be helpful if you reflect on each of these 3 topics beforehand:

- > Major key challenge you faced and how you tackled it
- > Best achievement so far
- > Your future dream



### Strength Mirror

The concept is based on the Appreciative Inquiry philosophy, which focuses on identifying our areas of strength, and meaningfully develops them, instead of trying to focus on our weaker areas. A special Strength Mirror poster will be produced for each participant. The toll has proven effective in:

- > Learning how to give positive, constructive feedback
- > Focusing on positive attribute rather than negative
- > Helping individuals realize their full potential
- > Sharpening participant's observation skills



### Umrah & Historical Field Trips

MILE will facilitate a complimentary VIP Umrah and Madinah Historical field trips with a professional tour guide. This applies to the international participants.



### Medical Check-up

We believe that executive development should address all four aspects of personal development; mental, physical, emotional and spiritual. Several research reports had proved that work stress causes major physical problems that adversely affect executives' productivity and life expectancy.

The Saudi German Hospital has generously extended to all participants the opportunity to have a medical checkup during the program using SGH state-of-the art diagnostic equipment in addition to nutrition and dietary advice.



### Aerobics:

Aerobics is a form of physical exercise that combines rhythmic aerobic exercise with stretching and strength training routines with the goal of improving all elements of fitness (flexibility, muscular strength, and cardio-vascular fitness). Research has demonstrated that exercise increases mental acuity. On average, it lasts four to ten hours after exercise. We have hired a professional trainer from The Fitness Time for everyday morning with 'Aerobics' and in the afternoon 'Mid-day Energizer'

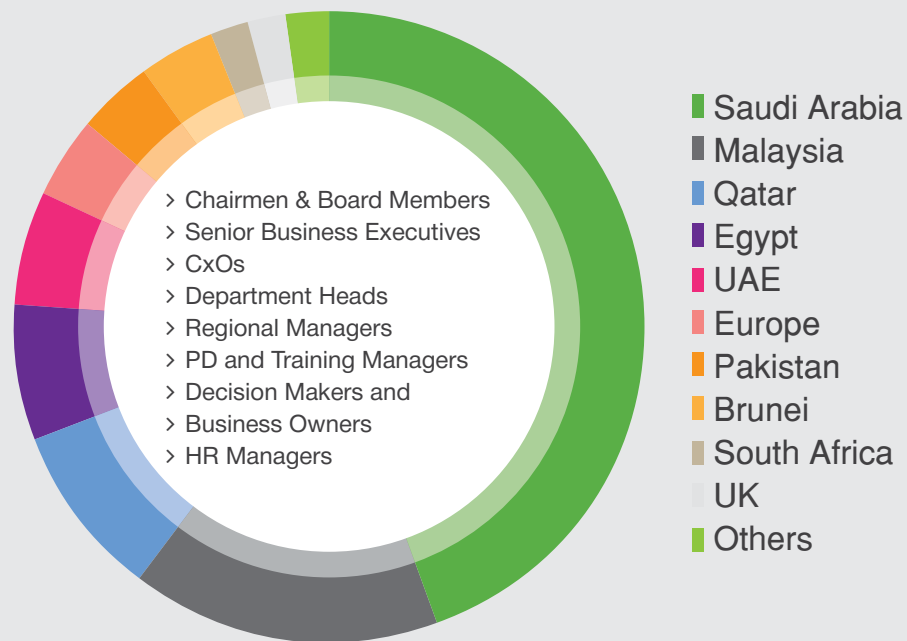
# ASPIRE and BE INSPIRED!

## WHO WILL YOU MEET:

Top Executive Management from

**20+**  
**industries**

(Private and Public Sectors) Including:



## Join the palm experience

### Palm Characteristics:

- > Interactive Sessions presented and moderated by international and regional public sectors leaders, consultants and recognized figures.
- > Innovative methods and use of proprietary frameworks.
- > Strengthen business acumen in core areas.
- > Gain more insights through real case studies, simulation
- > Games, facts and well-studied models.
- > Ideal utilization for gathered data and details.
- > Local adoption for next minute action with customized content.



# SPONSORS & PARTNER

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## MEDIA PARTNER



## HEALTH PARTNER





# PROGRAM INVESTMENT

	Full Program	Conference Day
Individual	US\$ 12,000	US\$ 500
Group 5+	10%	10%

## I INCLUSIVE OF

- Program Registration Fee for two weeks
- Full Accommodation for Two Weeks at 5\* Hotel in Madinah Including:
- Bed and Breakfast
- Lunch & Coffee Breaks
- Dinner

## I PLUS

- Free Webinars (Pre/Post Program)
- Pre-Program Online Assessments
- One-on-One psychometric assessment and coaching
- Extensive readings of selected publications, books and reports in PDFs
- Networking with decision makers and subject experts
- Free Medical Check-up
- Madinah Field Trips and Islamic History Museum
- Complimentary Umrah (applies to international participants)

## I 4 EASY WAYS TO REGISTER



+966 501 359 647



+966 501 359 647



[palm@mile.org](mailto:palm@mile.org)



[palm.mile.org](http://palm.mile.org)

### [www.mile.org](http://www.mile.org)

MILE is a non-profit executive education institute founded as a CSR initiative of the Madinah Knowledge Economic City in collaboration with Saudi Arabian General Investment Authority

### [For more information and partnership opportunities](#)

#### Contact:

 Madinah Institute for Leadership & Entrepreneurship  
Madinah Knowledge Economic City  
King Abdulaziz Rd., Madinah 41561  
PO Box: 43033, Saudi Arabia  
 [palm@mile.org](mailto:palm@mile.org)  
 +966 501 359 647  
 [www.mile.org/palm](http://www.mile.org/palm)

### MILE Programs Include:

#### Flagship Programs in Madinah

- > High Performance Governments
- > High Performance Telecom
- > High Performance in Hospitality, Tourism & Antiquities
- > High Performance in Healthcare Organizations
- > Small and Medium Enterprises
- > OIC Universities's Presidents Leadership Development

#### Custom Programs

- > Masterclasses in Jeddah, Riyadh & Dammam
- > MILE Executive Education Consortium
- > 1/2 Day Sharpen your Executive Saw Series
- > MILE On-Line Communities of Practice (COP)
- > MILE Weekly Webinar Series
- > MILE On-Line Video Library

#### MILE Consultancy Project Saudi HR Portal

- > Saudi HR Academy
- > 360 Competency Assessment SERVQUAL
- > Generic Employability Skills (e-learning) Balanced Scorecard
- > Media Management System