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<tr>
<td>January 2019</td>
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<td>Science, Technology, and Strategic Business Transformation</td>
<td>Kuwait</td>
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<td>Emotional Intelligence</td>
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<td>Spark a Culture of Innovation</td>
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<td>Leading Teams for Emerging Leaders</td>
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<td>Drive Creative Innovation</td>
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<td>Become a Digital Leader</td>
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<td>Advance Management Program</td>
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<td>April 2019</td>
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<td>The Berkeley Executive Leadership Program</td>
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<td>Design Thinking Bootcamp</td>
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<td>High Potentials Leadership Program</td>
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<td>Financial Analysis and Valuation for Strategic Decision Making</td>
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<td>Strategic R&amp;D Management</td>
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<td>Global Strategic Management</td>
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<td>Investment Strategies and Portfolio Management</td>
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<td>Mastering Innovation: From Idea to Value Creation</td>
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<td>HKS Custom Program</td>
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**Abbreviations:**
- **OE**: Open Enrollment
- **LEE**: Local Executive Education
- **AEE**: Abroad Executive Education
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<th>Month</th>
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<td>01 - 03 High Performance Negotiator</td>
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<td>07 - 12 Interpersonal Dynamics for High-Performance Executives</td>
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<td>08 - 31 Jan 2020 Program for Leadership Development</td>
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<td>28 - 01 Nov Strategic Branding</td>
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<td>28 - 01 Nov The Advanced Strategy Program: Building and Implementing Growth Strategies</td>
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<td>Oxford Strategic Marketing Programme</td>
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<td>17 - 19 Parallel Thinking and Creativity</td>
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<td>22 - 24 Personal Effectiveness and Leadership Training</td>
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<td>23 - 25 The Digital Revolution in the Financial Sector</td>
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<td>07 - 11 Strategic Investment Management</td>
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<td>16 - 17 Find out Why</td>
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<td>20 - 25 High Potentials Leadership Program</td>
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<td>10 - 15 HR Strategy in Transforming Organizations</td>
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<td>17 - 22 Leading Businesses into the Future</td>
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<td>18 - 22 Implementing Winning Strategies: The Breakthrough Strategic Learning Process</td>
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<td>29 - 25 Oct Senior Executive Programme</td>
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**OE** Open Enrollment  
**LEE** Local Executive Education  
**AEE** Abroad Executive Education
Welcome to the 2019 KFAS Learning Calendar for the Private Sector. We are offering a range of learning opportunities both locally and abroad in collaboration with our international network of academic institutions.

Our learning and professional development courses have been selected to deliver high caliber practical knowledge for improving business productivity and competitiveness within the private sector. The KFAS funded learning opportunities allow exposure to best practices and provide friendly platforms to meet, learn and exchange knowledge and experiences both locally and internationally.

Our programs are segmented into three areas:

- **OA** Open Enrollment
- **LEE** Local Executive Education
- **AEE** Abroad Executive Education

**Abroad Executive Education courses (AEE)** are international learning opportunities outside Kuwait targeting senior level executives. Participants would interact and exchange knowledge with other international participants from around the world. Participants would be introduced to the latest concepts and tools that drive leadership, sustainable growth, and business innovation. AEE offerings are only available to contributing and limited to Kuwaiti national participants.

**Local Executive Education courses (LEE)** are customized opportunities targeting senior level executives. The courses have been carefully selected and customized for Kuwait in collaboration with international academic institutions. Participants would be introduced to the latest concepts and tools that drive leadership, sustainable growth, and business innovation. LEE offerings are available to all private sector companies (without preference to participants’ nationality).

**Open Enrollment courses (OE)** are professional development learning courses targeting professionals up to middle management level. The courses would help develop and sharpen skills necessary for leadership and business successes. Participants would learn skills and tools for complex problem solving, critical thinking, and innovation. OE offerings are available to all Kuwaiti companies (without preference to participants’ nationality).
Strategic Management in Banking

Overview
Strategic Management in Banking addresses the needs of senior bankers, including board members, who want to reassess the future of banking and strategy in the context of a fast-changing environment: the outcome of the financial crisis, final Basel III (Basel IV) regulations on capital and liquidity, bail-in debt, ultra-low interest rates, and digital disruption by FinTech companies. As the banking industry has its own needs, the Strategic Management in Banking programme has been developed to enhance some key bankspecific management skills.

Ideal Candidates Include
Strategic Management in Banking is designed specifically for senior bankers, including board members, responsible for retail, corporate, capital markets and international banking. Participants should have a minimum of 8 years of experience.

Objectives
• Gain expertise in strategic positioning, competition with new entrants and growth
• Assess the future of asset management and private banking
• Develop new ideas to reach clients with big data and digital banking
• Discuss strategy implementation and trust

Institution
INSEAD

Dates
05 - 15 March

Location
Fontainebleau, France

Deadline to Register
15 - January - 2019

Link
http://oip.kfas.org.kw

Advance Management Program

Overview
This career-changing program is designed to bring about a full-scale transformation for both you and your company. For seven uninterrupted and intensive weeks, you will explore your leadership strengths and gaps—and expand your ability to lead organizational change, build competitive advantage, and drive performance across domains, industries, and borders.

Ideal Candidates Include
Particularly appropriate for: Senior executives with at least 20 to 25 years of work experience, including significant time as a senior executive or company officer, in organizations with annual revenues in excess of $250 million

Objectives
• Manage a global organization
• Deploy a broadly informed global perspective as you evaluate markets, analyze competitive forces, and establish corporate strategy
• Align business activities with your strategic direction
• Keep growing as a leader by building on powerful insights gained through introspection, assessments, professional coaching, and feedback

Institution
Harvard Business School

Dates
31 March - 16 May

Location
Boston, USA

Deadline to Register
15 - January - 2019

Link
http://oip.kfas.org.kw
Strategic Financial Analysis for Business Evaluation

Overview
Focused on making financial analysis and valuation more relevant for key decision-makers, this program dives into the best practices for valuing businesses, benchmarking and comparative analysis, and executing strategy. In the process, participants will acquire a value-creating framework for benchmarking and improving performance, evaluating growth and restructuring opportunities, and shifting strategy as the competitive context evolves.

Ideal Candidates Include
This financial analysis program is well suited for professionals who rely on financial information to make business decisions, are responsible for communicating their company’s economics, act as general managers, or who are involved in financial planning, business development, restructuring, or M&A activities.

Objectives
- Evaluate potential mergers and acquisitions
- Assess growth opportunities
- Project your company’s future performance
- Develop a capital structure strategy

The Berkeley Executive Leadership Program

Overview
This five-day flagship leadership program attracts leaders from around the world, from organizations with a variety of missions and goals. You will explore how to lead change, drive innovation and quickly respond to market demand. Create and cultivate the culture you need to succeed and become more effective force multiplier in your organization.

Ideal Candidates Include
Accomplished leaders who drive growth in every corner of their organizations. Appropriate experience levels include executive and senior leadership including CEOs, C-level executives and VPs.

Objectives
- Defining effective leadership
- Create a strategic vision for your goals and plans
- Become a better communicator
- Develop a performance based culture
- Learn to build trust and find common ground at every level
Financial Strategies for Value Creation

**Overview**

Return cash to shareholders or invest it? Merge, spin-off or sell? Is the risk worth the pain? These questions can all feature on a value-creating agenda. Gain the confidence to go after growth with our Financial Strategies for Value Creation programme.

**Ideal Candidates Include**

This programme’s designed for ambitious professionals with three years’ experience. It assumes knowledge of handling capital project appraisal decisions, valuation, capital structure and the basics of financial accounting. It’s also suited to key influencers of companies undergoing significant change.

**Objectives**

- Develop the confidence to make value-enhancing changes to your company
- Funding and restructuring options
- Make smarter financial decisions

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Oxford Real Estate Programme

**Overview**

During this intense four days you will work with peers and professionals from around the world to analyze real estate investment propositions and to develop your own proposal for a new business or fund.

This program will provide a unique opportunity to: contribute strategically to your organization, add value to your industry and consider how to develop your career in the best interest of you and your employers.

**Ideal Candidates Include**

Senior or aspiring Senior/VP level professionals working in real estate ownership, investment, consultancy, finance and development and Real estate owners.

Participants typically have at least 10 years of work experience.

**Objectives**

- Understand international real estate markets
- Build a focused strategy
- Understand how to develop a successful business
- Impact of external events and ethical consideration
Leadership for Senior Executives

Overview
In today’s global economy, a company’s long-term success is determined by the ability of its senior executives to lead effectively through periods of economic uncertainty. Designed to help business leaders achieve their corporate agenda, this executive leadership training program prepares you to navigate adversity, foster a culture of leadership, build productive teams, and drive sustained growth.

Ideal Candidates Include
Particularly appropriate for: Senior executives with at least 20 to 25 years of work experience, including significant time as a senior executive or company officer, in organizations with annual revenues in excess of $250 million.

Objectives
- Define your personal leadership style
- Lead change and make decisions
- Drive customer strategic thinking
- Gain best practices to manage teams
- Self-assessment and group exercises

Institution
Harvard Business School

Dates
08 – 12 April

Location
Boston, USA

Deadline to Register
15 - February - 2019

Link
http://oip.kfas.org.kw

The CFO: Becoming a Strategic Partner

Overview
The growing prominence of CFOs as decision makers in business continues to be evident with the number of chief financial officers being promoted to the CEO role. Much like great chess players, today’s CFOs have to go beyond being linear thinkers-focused on the next step to capture a pawn or bishop on the board-to being strategic thinkers who plan multiple moves ahead, and even encourage competitor reaction in a predictive way.

Ideal Candidates Include
Participants in Wharton’s The CFO: Becoming a Strategic Partner may include:
- Current and future chief financial officers
- Vice presidents and controllers
- Senior financial executives with strategic and financial responsibilities.

Objectives
- Show the link between corporate strategy and value creation
- Enhance your strategic-thinking skills outside traditional areas
- Bolster your leadership skills to better communicate with nonfinancial colleagues

Institution
Wharton Business School - UPENN

Dates
15 – 19 April

Location
Philadelphia, USA

Deadline to Register
01 - February - 2019

Link
http://oip.kfas.org.kw
Alternative Finance in the Digitized Economy

Overview
The program topics, carefully selected and are the essential building blocks of the emerging financial transformation in the digitised economy. These themes are encapsulated and explored through analyses of existing case studies and examples drawn from multiple financial activities in many jurisdictions globally.

Ideal Candidates Include
This programme is suitable for executives working in financial, non-financial or policy-influencing organisations interested in better understanding the potential impact of alternative finance developments for their organisations. Participants will have senior roles involving strategy development, business development, marketing and product development, innovation, ESG, or legal affairs.

Objectives
• Learn about the mechanics of smart contract structures
• Gain insights into alternative finance business models
• Gain insights into shifting regulation for alternative finance
• Understand the reality versus the hype in the practical limitations and suitability of fintech applications

High Potentials Leadership Program

Overview
To achieve long-term success, companies must equip their most promising executives to handle the formidable challenges associated with moving into new and increasingly more complex leadership roles. In this program, you’ll learn how to lead under pressure, champion change, build teams, and develop talent throughout the organization.

Ideal Candidates Include
Meeting the needs of top performers who want to grow as leaders, the High Potentials Leadership Program is designed for high-impact, fast-track individuals with more than 10 years of experience in roles of increasing responsibility.

Objectives
• Distinction between leadership and management
• Pros and cons of different leadership styles
• Assessment and leadership exercises
• Become the future leader of your organization

Institution
Cambridge Judge Business School

Dates
08 - 10 May

Location
Cambridge, UK

Deadline to Register
1 - March - 2019

Link
http://oip.kfas.org.kw

Institution
Harvard Business School

Dates
19 – 24 May

Location
Boston, USA

Link
http://oip.kfas.org.kw
Financial Analysis and Valuation for Strategic Decision Making

Overview
To understand the strategic factors that generate value in a company, executives need extensive knowledge of finance. This program will help you assess the value of strategic decisions by providing a broader understanding of finance and the interaction between business strategy and financial strategy.

Ideal Candidates Include
This program is ideal for executives in financial roles, financial analysts, and portfolio managers. It is also ideal for executives in such departments as strategic planning, marketing, operations, product development, consulting, and sales who need a higher level of proficiency in understanding, evaluating, and making decisions based on the financial standing of their business unit, business, or organization.

Objectives
• Negotiate more effectively
• Apply new ideas and close stronger deals
• Negotiation simulations
• Enhance decision-making skills
• Create new value to your organization

Institution
Columbia

Dates
20 - 22 May

Location
New York, USA

Deadline to Register
15 - March - 2019

Link
http://oip.kfas.org.kw

Strategic R&D Management

Overview
Strategic R&D Management examines how organisations make product innovation happen. It helps senior managers engage in and facilitate product innovation in a way that supports - rather than hinders - their business strategy. Excellent project management is undermined if the portfolio of innovations is not aligned with business needs and strategy.

Ideal Candidates Include
It is designed specifically for senior managers who are directly involved in product innovation, or who work at an organisation that has a major focus on product innovation. These executives may be moving from a senior specialist position into a more generalist role. They may also be general managers whose job now entails being more closely involved with product innovation.

Participants should have minimum 8 years of experience.

Objectives
• View R&D from a strategic perspective
• Develop the tools to translate business strategy into a portfolio of innovation initiatives
• Create processes and structures that will enhance your organisation’s ability to generate creative ideas

Institution
INSEAD

Dates
20 - 24 May

Location
Fontainebleau, France

Deadline to Register
1 - March - 2019

Link
http://oip.kfas.org.kw
Digital Mindset: How to Innovate and Lead Your Business for the Future

Overview
Advances in the digital space - be they social, mobile, or otherwise - are breaking down barriers to market entry, turning established business models on their heads, and offering new ways to engage with customers and employees. To identify and effectively respond to tomorrow’s digital opportunities and threats, it is crucial to develop a truly digital mindset; only with this paradigm can business gains be realized.

Ideal Candidates Include
The “Digital Mindset: How to Innovate and Lead Your Business for the Future” program is aimed at senior and mid-level executives at both media and non-media companies who want to strengthen their abilities to plan and execute strategy in an increasingly digitally driven environment. It is ideal for senior managers, directors and VPs who are preparing to take on positions of greater responsibility within their organizations and who need to broaden their understanding of the digital landscape.

Objectives
- Understanding the digital landscape
- Building blocks of digitalization
- Identify the core capabilities critical to your organization
- Formalize and articulate your digital strategy

Global Strategic Management

Overview
Designed to help senior executives create and implement winning strategies for multinational firms, Global Strategic Management also helps leaders overcome obstacles in globally distributed organizations. As you examine global business through the lens of finance, marketing, and human capital management, you will develop the cross-functional perspective to more accurately assess complex business issues, evaluate emerging markets, and align your organization around an effective corporate strategy. You will return better prepared to build your company’s presence worldwide.

Ideal Candidates Include
Designed for senior decision makers responsible for global operations in multinational organizations, the curriculum is especially appropriate for corporate global strategists, business unit managers, country managers, or individuals preparing to step into one of these roles. Given the collaborative nature of global management.

Participants typically need have at least 12 years of work experience.

Objectives
- Defining global strategy
- Maximizing your company’s competitive advantage
- Mitigating political risk and developing appropriate strategies
- Implementing transfer pricing and financial policy
Investment Strategies and Portfolio Management

Overview
Investment managers are facing unprecedented change on many levels. The growing number and complexity of asset classes, disruptive worldwide economic and regulatory environments, emerging technologies, and shifts in investor behaviors and preferences make it challenging to keep knowledge and skills current. Investment Strategies and Portfolio Management addresses all of these concerns.

Ideal Candidates Include
This program is designed for investment professionals and investment-services providers, including:
• Portfolio managers and analysts at mutual funds, pension funds, corporations, and institutions sponsoring and providing investment vehicles for their employees and beneficiaries
• Corporate and individual retirement planners
• Employees of insurance companies
• Commercial-bank employees with portfolio management responsibilities.

Objectives
• Measure investment performance
• Learn new asset allocation tools
• Understanding of modern portfolio theory and behavioral finance
• Better navigate and manage for risk
• Gain insights into the global economy and potential future market disruptions

Mastering Innovation: From Idea to Value Creation

Overview
Disruptive innovations in business are not random acts of nature—there is a pattern to the phenomena. From the radical innovations that shake up entire industries to the many small innovations that perfect the execution of already successful organizations, innovation can be treated as a process, one that can be managed and turned into a driver of profits and growth.

Ideal Candidates Include
This program will benefit Senior Executives, Business Owners, Heads of Strategy, or Executives from Mid- to Upper-Level Management directly involved in the development of new product and service offerings. A minimum of 12 years’ experience is required to be eligible.

Objectives
• Create strategic opportunities that outpace competition
• Construct an architecture that drives innovation across business cycles
• Inspire a culture of innovation throughout your organization
• Become the catalyst for organization-wide change
HKS Custom Program - Navigating Change: Decision-Making, Negotiation and Adaptive Leadership Strategies

Overview
Custom executive education program targeting the needs of the Kuwait private sector

Ideal Candidates Include
Middle Management 7+ years of experience

Objectives
• Navigating Change
• Decision-Making
• Negotiation
• Leadership

High Performance Negotiator

Overview
Senior executives need exceptional negotiating skills for the highest-profile decisions and for the daily demands of the workplace. This program looks at a range of issues, from multicultural negotiations, to ethical dilemmas in negotiations, to negotiating in deal-making situations.

Ideal Candidates Include
The “High Performance Negotiator” program has been designed for professionals whose positions require them to negotiate on a regular basis, such as:
Senior business executives, responsible for managing complex national and multinational negotiations.
Participants should have minimum 7 years of experience.

Objectives
• Principles of negotiation in different business contexts
• Dynamics of the negotiation process
• Foster more effective relationships
• Explore the ethical dilemmas

Institution
Harvard Kennedy School

Dates
9 - 14 June 2019

Location
Boston, USA

Deadline to Register
15 - April - 2019

Institution
IESE

Dates
01 - 03 July

Location
Barcelona, Spain

Deadline to Register
1 - May - 2019

Link
http://oip.kfas.org.kw

Ideal Candidates Include
Middle Management 7+ years of experience
Interpersonal Dynamics for High-Performance Executives

Overview
Immersive. Experiential. Insightful. Interpersonal Dynamics for High Performance Executives delivers a highly personalized learning experience with the ultimate goal of creating more productive, professional relationships.

Ideal Candidates Include
Interpersonal Dynamics for High Performance Executives is an intense, personal leadership program. It’s specifically designed for:

• Senior-level executives and general managers with at least 7 years of management experience—from any industry, any size organization, and any functional area
• High-potential executives and leaders who have recently ascended into powerful leadership roles.

Objectives
• Assess and develop your personal style and behavior
• Engage in more productive interpersonal exchanges
• Learn practical skills to help improve your emotional intelligence

Program for Leadership Development

Overview
PLD is a personalized learning experience that is tailored to your unique leadership goals and challenges. As a highly immersive learning experience, PLD accelerates your personal and professional transformation by combining two on-campus and two distance-learning modules.

Ideal Candidates Include
This leadership development program is ideal for specialists and star contributors who have been identified as outstanding prospects for increased leadership responsibilities. Participants typically have at least 10 to 15 years of work experience.

Objectives
• Broader understanding of the global marketplace
• Leadership confidence and cross functional skills
• Strategic insights to drive meaningful change
• Innovate and growth in any economic climate
Program for Leadership Development

Overview
PLD is a personalized learning experience that is tailored to your unique leadership goals and challenges. As a highly immersive learning experience, PLD accelerates your personal and professional transformation by combining two on-campus and two distance-learning modules.

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Objectives
- Broader understanding of the global marketplace
- Leadership confidence and cross functional skills
- Strategic insights to drive meaningful change
- Innovate and growth in any economic climate

Institution
Harvard Business School

Dates
08 July - 31 January 2020

Location
Boston, USA

Deadline to Register
15 - April - 2019

Link
http://oip.kfas.org.kw

Changing the Game: Negotiation and Competitive Decision-Making

Overview
In a highly competitive business arena, attaining the best outcome possible in high-stakes negotiations is vital to your organization and your career. By attending this comprehensive negotiation training program, you’ll learn how to prepare for and navigate complex negotiations, examine the psychology of decision-making, and even predict the outcome of strategic interactions.

Ideal Candidates Include
Designed for senior executives in large established companies, this leadership development program is appropriate for professionals across diverse functions and industries, including high technology, pharmaceutical/medical, energy, consulting, and investment banking.

Objectives
- Negotiate more effectively
- Apply new ideas and close stronger deals
- Negotiation simulations
- Enhance decision-making skills
- Create new value to your organization

Institution
Harvard Business School

Dates
28 July - 2 August

Location
Boston, USA

Deadline to Register
1 - May - 2019

Link
http://oip.kfas.org.kw
General Management Program

Overview
The General Management Program (GMP) is carefully designed to help you accelerate your leadership growth and play a greater role in your company’s success. Through a series of on-campus and distance-learning modules, GMP minimizes your time away from the office and maximizes your learning investment.

Ideal Candidates Include
General Managers, Directors, Partners, Senior Vice Presidents, VP, Heads.

Participants typically have at least 15 to 20 years of work experience.

Objectives
• Strengthen Your Core Competencies
• Build powerful teams
• Achieve strategic goals
• Accelerate your personal transformation
• Become an outstanding cross-functional leader

Institution
Harvard Business School

Dates
1 August - 15 November

Location
Boston, USA

Deadline to Register
15 - June - 2019

Link
http://oip.kfas.org.kw

Oxford Strategic Marketing Programme

Overview
Take a deep dive to cut through the hype of digital technology and data analytics to develop a purposeful, strategic approach that can deliver value and growth.

Ideal Candidates Include
The programme is designed for:
Senior managers with a marketing remit who have some data fluency but need to improve and finesse their analytics-based thinking to increase the organisational impact of digital marketing managers or consultants who work with or advise marketing teams and need to better understand digital marketing and analytics

Experience:
minimum of 5 years’ experience in a managerial position.

Objectives
• Develop a digital, data-driven marketing strategy
• Deliver improved customer experiences
• understand the impact of digitisation on customer decision-making processes

Institution
Oxford Said Business School

Dates
TBD - September

Location
Oxford, UK

Deadline to Register
1 - July - 2019

Link
http://oip.kfas.org.kw
Real Estate Management Program

Overview
As economic conditions improve and development accelerates, forward-thinking real estate leaders are positioning their firms to seize growth opportunities and maximize asset values. At the Real Estate Management Program, you’ll explore new strategies for enhancing operational efficiency, navigating market and industry change, and unlocking new sources of real estate capital.

Offered in conjunction with the Harvard University Graduate School of Design.

Ideal Candidates Include
The program is primarily designed for Senior Executives with substantial long-term experience in real estate organizations, including real estate owners, lenders and investors, REIT officers, fund managers and advisers, and private real estate developers. It also benefits financial analysts, lawyers, architects, and brokers.

Participants typically have at least 12 years of work experience.

Objectives
- Explore capital assembly
- Enhance your real estate expertise
- Strategic decision-making capabilities
- Understand the financial aspects of real estate

Institution
Harvard Business School

Dates
29 September - 04 October

Location
Boston, USA

Deadline to Register
1 - July - 2019

Link
http://oip.kfas.org.kw

Senior Executive Programme

Overview
As a successful senior executive, you manage strategic priorities, develop and lead effective teams and establish sustained competitive advantage in your organisation.

In the face of increasing uncertainty, the half-life of a successful strategy is declining. The Senior Executive Programme (SEP) equips you with the tools to drive change and create the future for yourself and your organisation - today.

Ideal Candidates Include
minimum of 15 years’ management experience attendees have already achieved significant impact in their organisations, and include:
- Senior executives from large organisations who are one or two levels from CEO
- Regional directors or country managers
- Heads of multiple business units within an organisation
- Senior civil servants and leaders of not-for-profit organisations
- C-suite executives of mid-sized organisations

Objectives
- Prepare yourself for board member responsibilities
- Understanding of your business’s competitive context, and the ability to plan strategically and create a more resilient future
- Capabilities to challenge existing industry assumptions and your organisation’s business model

Institution
London Business School

Dates
29 September - 25 October

Location
London, UK

Deadline to Register
15 - July - 2019

Link
http://oip.kfas.org.kw
New Manager Bootcamp

Overview
Many professionals are promoted to manager, but are rarely trained to be one. Mastering the art and science of effective management requires an additional set of skills that, when mastered, can transform the challenging task of management into something profoundly satisfying.

Ideal Candidates Include
This program is designed for professionals considering or recently moved into a supervisory, managerial, or leadership role within their own organization. Ideal candidates should have minimum of 6 years of experience.

Objectives
• Understand Your Challenges as a New Manager
• Know Your Leadership Style
• Lead Through Rapport
• Create Dynamic Teams

Strategic Investment Management

Overview
Deepen your understanding of investment management with the latest investment management research, cutting-edge academic insights and theory – on this five-day programme for investment professionals.

Ideal Candidates Include
Senior executives from a broad range of financial professions and international organisations on this programme. Share experiences and common interests in selecting, evaluating, measuring and managing the risks of investment instruments and their processes.

Objectives
• Developments in investment management and future trends
• Stronger decisions based on a broader understanding of the entire investment process
• Effective performance evaluation
• Understand risk management techniques
High Potentials Leadership Program

Overview
To achieve long-term success, companies must equip their most promising executives to handle the formidable challenges associated with moving into new and increasingly more complex leadership roles. In this program, you’ll learn how to lead under pressure, champion change, build teams, and develop talent throughout the organization.

Ideal Candidates Include
Meeting the needs of top performers who want to grow as leaders, the High Potentials Leadership Program is designed for high-impact, fast-track individuals with more than 10 years of experience in roles of increasing responsibility.

Objectives
- Distinction between leadership and management
- Pros and cons of different leadership styles
- Assessment and leadership exercises
- Become the future leader of your organization

Institution
Harvard Business School

Dates
20 - 25 October

Location
Boston, USA / Dubai, UAE

Deadline to Register
1 - August - 2019

Link
http://oip.kfas.org.kw

Strategic Branding

Overview
A business’s most valuable asset is its customers. Strategic Branding provides you with the skills to gain and leverage customer and managerial insights. The key aim of this knowledge is to enhance your ability to build and manage brands to drive profits and organic growth.

Ideal Candidates Include
Strategic branding is for both marketing and non marketing professionals. If you are a senior business decision maker who needs to understand brand value, this programme will provide an underlying framework and tools to strengthen your brand.

Objectives
- Behavioural research relevant to branding
- Drive long-term customer value
- Develop a market-sense for using customer insights
- Overcome, and adapt to, constant market pressures armed with the latest theory

Institution
London Business School

Dates
28 October - 1 November

Location
London, UK

Deadline to Register
1 - August - 2019

Link
http://oip.kfas.org.kw
The Advanced Strategy Program: Building and Implementing Growth Strategies

Overview
Develop a strong strategic intuition with emphasis on scanning for patterns, analyzing what makes your organization great, and assessing what the competition is doing. Go beyond theory review and generate real, immediately useful ideas.

Ideal Candidates Include
This program prepares senior-level executives to formulate and execute strategy at the corporate, business, or functional level in an organization.

Senior corporate executives to division managers in long-established businesses, as well as entrepreneurs leading smaller firms, will find value in attending.

Objectives
- Develop, design, and implement the right strategy
- Analyze powerful patterns in strategic thinking
- Develop skills to lead organizations during a time of change

Institution
Chicago Booth

Dates
28 October - 01 November

Location
Chicago, USA

Deadline to Register
15 - August - 2019

Link
http://oip.kfas.org.kw

The Berkeley Executive Leadership Program

Overview
This five-day flagship leadership program attracts leaders from around the world, from organizations with a variety of missions and goals. You will explore how to lead change, drive innovation and quickly respond to market demand. Create and cultivate the culture you need to succeed and become more effective force multiplier in your organization.

Ideal Candidates Include
Accomplished leaders who drive growth in every corner of their organizations. Appropriate experience levels include executive and senior leadership including CEOs, C-level executives and VPs. Participants typically have at least 15 years of work experience.

Objectives
- Defining effective leadership
- Create a strategic vision for your goals and plans
- Become a better communicator
- Develop a performance based culture
- Learn to build trust and find common ground at every level

Institution
UCB Haas

Dates
November

Location
Berkeley, USA

Deadline to Register
1 - September - 2019

Link
http://oip.kfas.org.kw
Driving Profitable Growth

Overview
This business growth strategy program focuses on how leaders of mid-size and large organizations can build and run companies capable of sustaining profitable growth. It focuses on three key questions leaders need to ask and answer to drive profitable growth: What is your company’s strategic imperative for growth? How will you achieve growth? How can you maintain organizational health through the stages of business growth?

Ideal Candidates Include
The program is designed for CEOs, General Managers, and Senior Executives of established, mid-sized and large enterprises, and division heads whose responsibilities include strategy, new business acquisition, and operations management. It’s also for those managing a post-merger integration or tasked with heading up a new business unit where growth is expected.

Participants typically have at least 15 years of work experience.

Objectives
• Successful expansion strategies
• Technology and Innovation
• Manage the growth curve
• Understand the business strategy
• Align culture and talent towards profit and growth

Program for Leadership Development

Overview
PLD is a personalized learning experience that is tailored to your unique leadership goals and challenges. As a highly immersive learning experience, PLD accelerates your personal and professional transformation by combining two on-campus and two distance-learning modules.

Ideal Candidates Include
This leadership development program is ideal for specialists and star contributors who have been identified as outstanding prospects for increased leadership responsibilities. Participants typically have at least 10 to 15 years of work experience.

Objectives
• Broader understanding of the global marketplace
• Leadership confidence and cross functional skills
• Strategic insights to drive meaningful change
• Innovate and growth in any economic climate
HR Strategy in Transforming Organizations

Overview
Your organisation thrives when there is a compelling alignment between business strategy and the context you create for your people. Prepare to strengthen that alignment, drive strategic change and enhance organisational performance on this stimulating five-day programme.

Ideal Candidates Include
This program is designed for HR Directors, practitioners and specialist advisors, leaders of change program, chief learning officers with minimum 5 years of experience.

Objectives
• Optimise best practice in employee engagement
• Understand organisational culture
• Lead change
• Gain competitive advantage through HR
• Align HR strategies with business objectives

Institution
London Business School

Dates
10 - 15 November

Location
London, UK

Deadline to Register
1 - September - 2019

Link
http://oip.kfas.org.kw

Leading Businesses into the Future

Overview
Recalibrate your role and your organisation to ensure it is truly resilient and built for the future.
You explore four key pillars that will significantly enhance your leadership capabilities by building collaborative capacity, disrupting with new perspectives, asking great questions and engaging with meaning.

Ideal Candidates Include
Senior executives responsible for shaping the strategic direction of their organisation. You learn alongside senior leaders from all spheres of business in the public, private and not-for-profit sectors. Participants are: c-suite executives of mid- to large-sized organisations regional directors or country managers heads of a function or business unit within an organisation senior civil servants and leaders of not-for-profit organisations.

Objectives
• Practical leadership skills
• Develop action plan, specific and relevant to your leadership style and organisation
• One-to-one coaching

Institution
London Business School

Dates
17 - 22 November

Location
London, UK

Deadline to Register
1 - September - 2019

Link
http://oip.kfas.org.kw
Implementing Winning Strategies: The Breakthrough Strategic Learning Process

Overview
Implementing Winning Strategies offers a set of practical tools to achieve this kind of organizational agility. The program introduces you to the Strategic Learning Process, a unique 4-step model which has been battle tested and is being applied successfully by many global companies and not-for-profit organizations to create and implement winning strategies repeatedly over time.

Ideal Candidates Include
The program is designed for executives of all levels responsible for strategic planning, with primary responsibility for making the changes necessary to enable effective execution of strategy, or those with P&L responsibility who seek to become more strategic in their thinking.

Objectives
• Learn to conduct a Situation Analysis
• Improve your ability to foresee change and its implications
• Create a “Winning Proposition”
• Master the golden rules of effective implementation, and leadership of change

Institution
Columbia

Dates
18 - 22 November

Location
New York, USA

Deadline to Register
15 - September - 2019

Link
http://oip.kfas.org.kw

Leading and Building a Culture of Innovation

Overview
This new program is designed to help successful business leaders build and manage profitable growth. The pursuit of growth is a perennial business challenge, and the path is laden with nuanced assessments and high-stakes decisions. You will emerge from the program with the understanding that building and sustaining an innovative organization is about creating the culture and capabilities you need to do innovative problem solving.

Ideal Candidates Include
General managers or senior executives whose responsibilities include leading innovation and change; leaders with cross-organizational responsibilities; leaders who run business units, divisions, or other large-scale organizations; and leaders of start-ups. Ideal participants will have at least 15 years of work experience.

Objectives
• Understanding the building blocks of collective genius
• Creating and sustaining an innovation culture
• Becoming an innovation leader

Institution
Harvard Business School

Dates
TBD - December

Location
Boston, USA / Dubai, UAE

Deadline to Register
1 - October - 2019

Link
http://oip.kfas.org.kw
Senior Executive Leadership Program - Middle East

Overview
Businesses seeking advantage and growth in the rapidly evolving Middle East need exceptional leaders. This new multi-module program, taught by a team of leading senior Harvard Business School faculty, is designed to transform experienced senior executives into leaders with exceptional vision, insight, and practical skill-leaders who can confront the region’s challenges with confidence and seize opportunities for sustained business growth.

Ideal Candidates Include
This program is designed for experienced senior executives from diverse functions, industries, and professional backgrounds. Typically, participants come to the program with at least 15 to 20 years of work experience and represent growth-oriented organizations.

Objectives
- Design highly competitive strategies that drive growth
- Foster innovations that improve your organization’s ability to deliver value to customers
- Negotiate more effectively
- Measure, monitor, and communicate corporate performance

Institution
Harvard Business School

Dates
TBD - December

Location
Boston, USA / Dubai, UAE

Deadline to Register
15 - October - 2019

Link
http://oip.kfas.org.kw
Science, Technology, and Strategic Business Transformation

Overview

Businesses increasingly employ science and/or technology in their processes, operations, products, “big data” environment, online and social media presence, e-commerce initiatives, and management tools. This, in a strategic attempt to fundamentally reshape the enterprise’s business frontiers. But are the business-frontier-transformation possibilities being realized? And, if not, what would it take in terms of mindset, decision-making, competencies, management, and leadership in order to achieve the promised possibilities?

Ideal Candidates Include

8+ years experience

Objectives

The “Science, Technology, and Strategic Business Transformation” program is designed and delivered to help program participants and their businesses become more aware and discerning of the many possibilities for applying science and/or technology in different facets of the business. Participants will also be able to identify specific leadership and management challenges and opportunities associated with the business’s growing science and technology intensity.

Institution
Babson

Dates
January 27-29th, 2019

Location
Kuwait

Deadline to Register
January 10, 2019

Link
http://kfas.org/babson-2019

Leading Teams for Emerging Leaders

Overview

This programme is highly interactive and focuses on helping participants early in their leadership career. Leading Teams for Emerging Leaders gives you the tools and frameworks to manage and motivate others to excel and achieve results. Transform into a leader who can inspire high performing teams with our programme specifically designed for emerging leaders. Explore your unique leadership characteristics through an academically rigorous personality assessment and one-to-one coaching. Develop an action plan to make an immediate impact when back at work.

Ideal Candidates Include

8+ years experience

Objectives

• By the end of the programme, each participant will be able to:
  • Identify their strengths and weaknesses and how their actions affect others
  • Understand and apply the process, design and dynamics of teams as a leader
  • Put into practice team development through interactive learning experiences
  • Develop confidence to deliver results through effective influence and negotiation
  • Gain and use tools and strategies to transform their leadership capability

Institution
London Business School

Dates
February 10-13th, 2019

Location
Kuwait

Deadline to Register
January 17, 2019

Link
http://www.kfas.org/LBS2019
Leadership Program for HIPOs

Overview
The High-Potential Leaders program combines the latest research and theories with practical tools to build participants’ leadership strengths and prepare them for greater challenges. They will work directly with Wharton’s world-renowned experts in leadership development and management. Each day they will test new strategies in a series of hands-on experiences with instant feedback. The program will prepare them to return them to their organization ready to make an immediate impact.

Ideal Candidates Include
10+ years experience

Objectives
High-Potential Leaders will help you to:
- Deliver sustainable results driven by strengthened leadership capabilities
- Implement a comprehensive and highly effective framework for managing change
- Build more effective and productive relationships based on intelligent use of your emotions

Institution
Wharton Business School

Dates
March 10-13, 2019

Location
Kuwait

Deadline to Register
February 7, 2019

Link
http://www.kfas.org/wharton2019

Strategic HR Mindest

Overview
The aim of these sessions is to focus on HR leaders’ role in strategy making and formulation for the overall business. Thus, we focus on fundamental concepts and issues in strategy during the programme: identifying the key drivers of persistent superior performance, relative to competitors, in different settings and how to use that understanding to improve strategy formulation. Throughout we use various cases, simulation and exercises, which range in context from more closely related to HR to more general settings in a variety of industries so as to spur dialogues and reflection on HR leaders’ role in developing the firm’s strategy and driving execution.

Ideal Candidates Include
6+ years experience - HR

Objectives
The aim of this program is to focus on HR leaders’ role in strategy making and formulation for the overall business. Thus, we focus on fundamental concepts and issues in strategy during the programme: identifying the key drivers of persistent superior performance, relative to competitors, in different settings and how to use that understanding to improve strategy formulation. Throughout we use various cases, simulation and exercises, which range in context from more closely related to HR to more general settings in a variety of industries so as to spur dialogues and reflection on HR leaders’ role in developing the firm’s strategy and driving execution.

Institution
INSEAD

Dates
April 23-25, 2019

Location
Kuwait

Deadline to Register
March 21, 2019

Link
http://www.kfas.org/insead2019
The Digital Revolution in the Financial Sector

Overview
The financial industry is experiencing an important moment of disruption and transformation. The frontiers between industries are becoming blurred thanks to the use of technology. This has allowed new entrants, both FinTech start-ups and big technology players to enter activities which used to be traditionally reserved to banks.

Ideal Candidates Include
6+ years experience

Objectives
During this 3 days programme, we will analyse the payment trends, smart money and how Big Data and Technologies like Blockchain, Artificial Intelligence and Machine Learning are playing key role for innovation in the payments segment and helping to reshape the financial sector.
Emotional Intelligence

Overview
The Emotional Intelligence Masterclass is an insightful 3 Day program that helps delegates learn more about themselves using the Emotional Intelligence Competency Framework and they will take away the tools and skills required to better manage themselves & others. Delegates will learn about their strengths and areas for development & acquire EI strategies to build competence at work & life by learning how to build stronger relationships, how to empathize with others, how to manage stress levels, how to overcome challenging situations, diffuse personal conflicts and much more!

Ideal Candidates Include
This workshop is ideal for experienced business professionals.

Objectives
• Improve and advance their career & life with Emotional Intelligence (EI)
• Understand their EI strengths & areas for improvement to cultivate positive influence
• Gain knowledge of different EI strategies to improve engagement & relationships with stakeholders at all levels
• Develop empathy and apply empathic listening when responding to stakeholders’ needs
• Strengthen interpersonal skills to better communicate with others
• Be better able to handle conflict and challenges
• Recognise and deliver appropriate responses and behaviours while under stress

Future Ready Leaders

Overview
Prepare executives to become leaders of the future by equipping them with the future-ready skills and the mindset required take on the rapidly changing business landscape.

Ideal Candidates Include
This workshop is ideal for experienced business professionals who are currently leading teams or will lead teams in the future.

Objectives
• Become more self aware
• Develop an authentic & effective leadership style
• Be prepared to face the future
• Understand the importance of continual improvement and innovating
• Adopt an innovation & growth mindset
• Learn a variety of leadership skills & tools to better lead themselves & others
• Learn creative problem solving & decision making
• Inspire & motivate others using influence & storytelling
• Sharpen their resilience and emotional capacity for dealing with uncertain times
• Learn new approaches for leading high performance teams including millennials
Spark a Culture of Innovation

Overview
This highly experiential training program will get you to learn about your own strengths and how to use them to jumpstart innovation in your team and organization. Come ready to learn how to apply innovative processes and tools to your teams to sustain a truly innovative culture.

- Think strategically about innovation
- Identify mechanisms of facilitating innovation through your organization
- Identify measures of productivity and execution that matter
- Sustain a creative and playful mindset to enable your teams
- Say ‘yes’ to the unknown and see past barriers to innovation
- Collaborate using a creative problem-solving process to address a current innovation challenge

Ideal Candidates Include
- Managers with 5 years’ experience or New Managers
- Young Professionals who want to jumpstart their organization’s culture of innovation
- Fast growing or Established companies that care about sustaining innovation

Objectives
- Understand how to make others feel heard
- Learn your own strengths profile type
- Understand how different perspectives contribute to innovation
- Reinforce the concepts of Appreciative Listening and Innovation preference
- Learn a simple collaborative process that can be replicated back in your teams
- Develop a plan to foster a culture of innovation at work
- Peer coach colleagues to help solve problems / blockers to innovation in their organization

Drive Creative Innovation

Overview
Over our 3-day program you will learn and practice how leading Fortune 500 companies find and generate creative ideas by:

- Mastering powerful tools like “flipping” (applying ideas from successful businesses into different industries, featuring a case study from One Leap’s lecture at Harvard), “reverse assumptions” and De Bono’s flexible thinking
- Building simple prototypes, test them with customers in real-time, and learn high impact techniques to pitch your ideas to your team
- Practicing easy but powerful techniques to consistently double the number of creative ideas your team produces

Ideal Candidates Include
This program is for managers who want to drive impact in their company through creativity and innovation. This course will accelerate your development if you are:
- A manager or someone who leads a team
- Highly motivated to make an impact in your organization
- Excited about delivering creative and practical innovation – fast

Objectives
- Inspiration through mastery of new techniques and creative processes
- Confidence and leadership skills to enable their teams to generate more creative ideas
- Knowledge of creative techniques and how to make their ideas happen fast
- A diverse network of peers to support and inspire them beyond the program
- Powerful tools to help them innovate and lead others to innovate
Become a Digital Leader

Overview
The Emotional Intelligence Masterclass is an insightful 3 Day program that helps delegates learn more about themselves using the Emotional Intelligence Competency Framework and they will take away the tools and skills required to better manage themselves & others. Delegates will learn about their strengths and areas for development & acquire EI strategies to build competence at work & life by learning how to build stronger relationships, how to empathize with others, how to manage stress levels, how to overcome challenging situations, diffuse personal conflicts and much more!

Ideal Candidates Include
This course is for managers who want to drive impact in their company through digital innovation. This course will accelerate your development if you are:

- A manager or someone who leads a team
- Highly motivated to make an impact in your organization
- Excited about leveraging digital to deliver practical innovation - fast

Objectives
- Growth through new ideas and a digital mindset
- Understanding and leadership skills to enable their teams to leverage digital thinking
- Awareness of the key digital trends and how they will impact you
- Powerful tools to apply digital thinking to create exponential growth opportunities in your industry
- A diverse network of peers to support and inspire them beyond the program

Provider
One Leap

Dates
24 - 26 March

Location
Radisson Blu, Kuwait

Deadline to Register
21 - February - 2019

Design Thinking Bootcamp

Overview
It is important to focus on a real-world challenge that participants have perspective on. For this reason we see that using a company example as the innovation focus is sensible. We will work with a company to be identified to develop a problem statement and background briefing as the innovation focus is sensible. We will work with to develop a problem statement and background briefing. Through this program participants will learn about the design thinking process.

Ideal Candidates Include
This course is for managers who want to drive impact in their company through digital innovation. This course will accelerate your development if you are:

- A manager or someone who leads a team
- Highly motivated to make an impact in your organization
- Excited about leveraging digital to deliver practical innovation - fast

Objectives
- The 5 phases of a Design Sprint
- Which problem are best suited to Sprints
- How to facilitate key activities
- How to get buy-in from internal teams
- How to validate high-fidelity concepts

Provider
Sprint Valley

Dates
15 – 17 April

Location
Kuwait

Deadline to Register
14 - March - 2019
Spark Up Your Innovation

Overview
Conduct an engaging and informative programme that will focus on helping individuals recognize and appreciate the practical application of personal and organisation wide innovation.

Ideal Candidates Include
This course is for middle managers and team leaders that want to drive innovation in their organization

Objectives
- Leadership - leading and encouraging others
- Parallel thinking for problem solving
- Strategies to enhance decision making

Parallel Thinking and Creativity

Overview
On this program, we shall look at some real problems: in our own work and in the work of the organization. And we shall develop innovative solutions that we can take back into the business after the program is over.

Ideal Candidates Include
Individuals in an organization that are required to provide solutions to problems they come across regardless of level.

Objectives
- Manage your emotional responses to problems and the stress that they cause
- Identify your preferred problem-solving style and become a more versatile problem-solver
- Understand and apply four levels of problem ownership
- Use a framework for categorizing, tackling and solving problems that draws on both rational and intuitive skills
- Develop a more creative approach to solving problems; and generate practical solutions to problems.
Personal Effectiveness and Leadership Thinking

Overview
Effective and positive leadership is a matter of having the right knowledge, skills and mindset for working in your context and culture in order to achieve your objectives through building relationships to achieve the results needed.

Ideal Candidates Include
Individuals in leadership positions whether they are managers or team leaders

Objectives
- Have a full understanding of the nature of teams, team roles, how teams are formed and how teams can be lead and developed through team building and team coaching
- Understand the different types of motivation, key motivation theories and how motivation can be developed and maintained
- Understand the principles and practice of performance management in general and of coaching and mentoring in particular
- Be able to conduct themselves effectively in negotiations using a range of approaches, strategies and tactics
- Be able to handle conflict, influence others positively at all levels of the organization and to influence their managers using “managing up”
- Have the skills to manage time well through various means including delegation and to manage yourself in complex and stressful situations and to be emotionally resilient
- Be able to advise others, interview others and overcome their own bias

Find out Why

Overview
In today’s world, innovation is not a luxury, it’s a necessity - and it’s not just for the people in the executive suite or in product development. Innovation is essential for anyone whose success depends on how well they serve their customers. Organizations that establish a pervasive culture of innovation will win.

Ideal Candidates Include
For leaders and managers at every level understand that want to understand why customers make the choices they do

Objectives
FranklinCovey’s newest solution, Find Out WHY: The Key to Successful Innovation, helps individuals and leaders at every level understand why customers make the choices they do. Armed with that knowledge, they can design solutions that deliver what customers are looking for - their Job to Be Done.
Me Inc.

Overview

• Look at and examine their own motivational drivers
• See the impact this has on the way they look at the world and the types of people around them
• Decide what practical action they can take to increase their impact on others
• Discover different types of creative thinking
• Recognize how to create the right environment for their creativity to flourish
• Practical techniques to generate "out of the box" thinking
• Appreciate the extent to which they can change the way they look at a situation and the impact that this can have
• Practice spotting unusual opportunities and learn how to convert them into lucky breaks

Objectives

• Explore 5 key ingredients for building valuable relationships with their team
• Discover practical tools to get things back on track when relationships have broken down
• Consider what helps and hinders a climate of innovation (group & discussion)
• Learn how to equip their team with innovation skills, explore the leadership behaviors needed to support them and discover tools to help tackle their own innovation challenges
• See how they currently stack up

Provider
Mind Gym

Dates
22 - 24 October

Location
Radisson Blu, Kuwait

Deadline to Register
26 - September - 2019

Ideal Candidates Include

Employees who wish to understand themselves better and how they can improve the way they function in their organization