



LEADERSHIP AND MANAGEMENT DEVELOPMENT PROGRAM

Knowledge is significant only in its application for decision makers

Unsuspecting anomalies have sent shock waves through the world of business with increased frequency, intensity and unpredictability. They take many forms: geopolitical shifts, economic crises, social unrest, environmental emergencies, pandemics and technological revolutions. Confronted with massive disruption, volatile demand and new competition, leaders need to adjust with speed and agility and sometimes reinvent themselves.

In this challenging context, professionals are expected to innovate faster, adopt new ways of working and collaborate across traditional boundaries.

These new demands and aspirations call for new forms of leadership and new ways to mobilize resources and motivate teams. In the “new normal”, team leadership should make more room for empowerment, inspiration, experimentation and risk taking while maintaining a sharp performance focus. This is particularly difficult in large traditional organizations, where bureaucracy and complexity often get in the way.

Our Leadership & Management Development Program delivered in a virtual live format will help you develop your strategic, personal, and interpersonal leadership capabilities to drive organizational change.

Program Timeline



HEC Paris

THE MORE YOU KNOW, THE MORE YOU DARE

60 000

Alumni
in 135
countries



140

Years of
experience
in management
programs



8 000

Participants
in Executive
Education
programs
a year



125

Academic
partners



111

Nationalities
represented



140

Full-time
faculty



45

Articles published
in the top academic
reviews per year



6

Subsidiaries and
representation
offices in five
continents



CEOs

More alumni in CEO
positions than any other
Business School



PROGRAM LEARNING JOURNEY

Module 1

NEXT LEVEL LEADERSHIP

27 October 2021, 9 AM - 1 PM (Oman Time)

Leaders are facing a unique set of challenges. Charismatic leadership is no longer sufficient to deal with the complexities of a digital world. Top leaders need to learn new ways of leveraging their influencing skills and optimize the opportunities offered by shared leadership. This module will provide participants with the competitive edge to succeed in a rapidly evolving environment.

KEY OBJECTIVES

- Clarify what leadership could and should mean in various contexts.
- Explore various leadership styles.
- Map key leadership and organizational challenges.
- Identify strong leadership communication and various models based on the learning style versatility amongst your team.

SESSION BENEFITS

- Gain a better understanding of what leadership is about and how leadership is evolving in our VUCA environment.
- Know their strengths and weaknesses as a leader («know yourself »).
- Enhance their repertoire of strategic leadership capabilities.

Module 2

STRATEGY IMPLEMENTATION AND CHANGE

10 November 2021, 9 AM - 1 PM (Oman Time)

The rate of change in the world of management continues to escalate. Increased competition, technological developments, environmental change and changing consumer demographics compel organizations to change on a regular basis. The success of new strategic initiatives depends on understanding how these initiatives interact with organization's internal structure as well as its external eco-system. This module will explore tools and framework that can help leaders create and capture value from such initiatives.

KEY OBJECTIVES

- Explore the overall importance of organizational structure and culture for strategy

- Examine how the success of change initiatives shape and are shaped by an organization's external environment.
- Develop a critical perspective on the role of technology to deliver value for firms.

SESSION BENEFITS

- Learn about a framework to evaluate how new digital strategies change an organization's ability to capture value.
- Discover tool and frameworks for implementing strategy and change
- Learn about the success and pitfalls of change initiatives at some of the most iconic organizations across the world.

Module 3

MANAGING BUSINESS IN CHALLENGING TIMES

17 November 2021, 9 AM - 1 PM (Oman Time)

When times are 'hard', what we usually mean is that we are living through a period of change. If you are a leader who wants to have an organization which can learn, innovate and adapt to those changes, then you need to create an ecosystem where innovation is encouraged and nurtured. This becomes essential if organizations are to survive, let alone thrive, in today's uncertain and turbulent environment. In this module we will describe some simple steps you can take to create more innovative environments and agile organizations.

KEY OBJECTIVES

- Enhancing an organization's ability to learn, innovate and adapt.
- Understanding the need to disentangle 'mistakes' from 'failures'. The former should not be tolerated while the latter is an essential part of innovation.
- Embracing the 'portfolio' approach to experimentation and innovation.

SESSION BENEFITS

- Be able to manage 'chaos' versus 'frustration' when driving decision making power down through the organization.
- Increase your ability to design small 'experiments' in a way which will lead to unequivocal conclusions.
- Clearly distinguish between the challenges creating and maintaining innovation engines and daily business.

Module 4**ORGANIZING DIGITAL EXCELLENCE**

29 November 2021, 9 AM - 1 PM (Oman Time)

In this connected age, business leaders not only need to understand the opportunities offered by the emerging technologies but should also have the necessary tools for leveraging available digital resources. With this objective in view, the module on organizing digital excellence is aimed at equipping the participants with the necessary knowledge for understanding the nature of ongoing digital disruption and comprehend how it can be leveraged as an opportunity for transformation through the use of data analytics and artificial intelligence (AI) driven solutions.

KEY OBJECTIVES

- Review the nature of ongoing digital disruption and the role of digital competences.
- Understand how data management and business analytics can impact organizational performance.
- Learn how AI can be leveraged for improving organizational processes.
- Appreciate the intertwined nature of AI and Big Data analytics.

SESSION BENEFITS

- Learn about the disruptive impact of emerging technologies on business.
- Understand the opportunities that new technologies such as AI and Big Data Analytics offer.
- Grasp the challenges and limitations of applying AI and data driven approaches for business.

Module 5**MASTERING STRATEGIC NEGOTIATIONS**

9 December 2021, 9 AM - 1 PM (Oman Time)

Participants will acquire cutting-edge negotiation techniques to analyze, prepare for, and execute complex deals across most industries. This multi-purpose, versatile module can be used to excel in most challenging negotiation situations. The negotiation techniques discussed in class can be immediately applied to real-world situations.

KEY OBJECTIVES

- Determine the value of a deal and how bargaining strategies are effective.
- Who makes the first offer? How to build trust? How do distributive vs. integrative negotiations differ?
- What issues should be discussed and how to frame them? How to adapt to new information? Which techniques detect lies and shield against unethical behavior? How to manage group dynamics?
- How to maximize value or structure complex deals under uncertainty?

SESSION BENEFITS

- Develop an innovative 'How-To Guide' to succeed in complex, high-stakes negotiations
- Learn to apply this negotiation roadmap to the specifics of each deal
- Understand how the economics of a deal affect the opportunities to negotiate or walk away
- Control the negotiation process by anticipating and influencing your counter-parts' actions

SOME LEARNING APPROACHES

- Testimonials on new ways of working
- Panel discussions
- Peer to peer exchanges
- On-the-job experimentation (if relevant)

PROGRAM FACULTY



Dr. Guido Gianasso (Module 1)

Professor, HEC Paris

Guido Gianasso is a Professor of Leadership at HEC Paris in Qatar, where he teaches the Executive MBA and a variety of executive programs. In addition to his teaching role at HEC Paris, he is Visiting Professor at the University of Geneva (Switzerland) and the Wealth Management Institute (WMI) in Singapore. Guido holds a PhD in Management from the University of Geneva. The focus of his research is on Global Leadership, and in particular on the relationship between Cultural Intelligence (CQ) and job performance. He is a recipient of several teaching awards, including the 2020 Nanyang Business School “Teacher of the Year Award” and the 2020 Wealth Management Institute “Distinguished Teaching Award” (Singapore).



Mitali Banerjee (Module 2)

Assistant Professor, HEC Paris

Mitali Banerjee is an Assistant Professor in the Strategy and Business Policy department at HEC Paris. She completed her Ph.D. in Management from Columbia Business School. She graduated Summa Cum Laude, Phi Beta Kappa with a double major in Mathematics (BS) and Economics (BA) from the University of Rochester. Prior to her PhD she worked in investment banking in M&A and worked as a research associate in the Strategy division at Harvard Business School. Her research combines cutting edge tools in machine learning with unique empirical contexts –modern art, jazz and executive search among others–to examine how social structures shape valuation of human capital in creative and knowledge markets. At HEC, she teaches courses in the PhD, MSc, Grande Ecole and MBA programs, including the course “Strategic Challenges in Creative Industries” in the Mscand MBA programs.



Dr. Matthew Mulford (Module 3)

Adjunct Professor, HEC Paris

Matt Mulford is an Adjunct Professor at HEC Paris, a Senior Research Fellow at the London School of Economics and a visiting Faculty at the European School of Management and Technology in Berlin. He is formally a founding Dean of the TRIUM Global Executive MBA program at HEC Paris. His research interests include the psychology of judgment and decision making, negotiation analysis, experimental game theory and experimental research design. Dr. Mulford has designed, directed and/or taught executive training courses in more than 20 countries for a variety of Premier clients.



Shirish C. Srivastava (Module 4)

Professor, HEC Paris

Dr. Shirish C. Srivastava is a tenured Full Professor and holds the GS1 France Chair on Digital Content for Omni Channel at HEC Paris. Prior to joining HEC Paris, Dr. Srivastava has lectured at the School of Business, National University of Singapore and holds a Ph.D. from the same university. He is an alumnus of the International Teachers Program, (ITP) from the Kellogg School of Management, Northwestern University and is a certified senior Cultural Intelligence (CQ) facilitator from The Cultural Intelligence Centre, Michigan, USA. He has also completed his habilitation à diriger des recherches (HDR) from Université de Lorraine, France. At HEC, he teaches in the Grand Ecole, Masters, Doctoral, Executive MBA and Custom Executive Education Programs. His rich experience includes coaching senior executives on issues related to managing technology, innovation, artificial intelligence, digital transformation, entrepreneurship and cross-border business relationships.



Gonçalo Pacheco de Almeida (Module 5)

Professor, HEC Paris

Gonçalo Pacheco de Almeida is the Dieter Schwarz Foundation Chaired Full Professor of Strategy and Negotiation and the Academic Director of the MBA Strategy Specialization at HEC Paris. He is also a member of CNRS-GREGHEC, the French National Research Center and HEC Paris research lab. Gonçalo received his PhD in Management from INSEAD and holds a MBA degree in Strategy and Finance and a BA degree in Economics from the Nova School of Business and Economics

Gonçalo is interested in the areas of strategy dynamics, competition, innovation, negotiation, logic and causation, business and politics, and sustainability, and his work has focused on the energy, high tech, and education sectors.

At HEC Paris, Gonçalo Pacheco de Almeida teaches Advanced Strategy, Strategy Dynamics, Negotiation, Business Strategy, Industry and Competitor Analysis in the PhD, MBA, Executive Education, and Grand Ecole programs.

WHAT IS LIVE-ONLINE?

Our live-online program will allow you to engage with both professors and leading professionals from within the country in a real-time, virtual environment. These synchronous programs blend offline readings and preparation to deepen your understanding of the topics. The benefit of this format is that you'll receive HEC Paris rigorous content in short, digestible sessions held over several weeks. These high-impact sessions are in a convenient schedule for senior executives.

You'll walk away with:

- Tools and frameworks to **refine your personal leadership purpose**, in alignment with the purpose of your organization.
- The skills to **face workplace challenges**, such as having difficult conversations, leading teams, and dealing with complexity.
- **Leadership strategies for driving organizational change** and preparing for the future, while maintaining team performance.

CERTIFICATE

You will earn a certificate of completion from HEC Paris in Qatar upon successful completion of the program



IS IT RIGHT FOR ME?

This program is designed for senior executives and managers responsible for setting and implementing the strategic direction of their organization.

It is also relevant for executives preparing to transition into such roles. Those who will benefit include:

- **All Functional Managers** who oversee an internal function such as product development, Sales, Marketing, Public Sector, Ministries or operations and want to systematize a process for innovation.
- **Founders/Entrepreneurs** who want to solve a particularly vexing challenge they face as a newer or less-resourced enterprise.
- **Consultants** who want to learn a proven methodology for building innovation capabilities and strategy implementation into their or clients' organization.

CONTACT

For Program Details and Registration

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ABOUT HEC PARIS

Founded in 1881 by the Paris Chamber of Commerce and Industry, HEC Paris brings together 140 permanent professors, 4,500 students and 8,000 managers in executive education programs every year.

As leaders of impactful learning, HEC Paris has been committed to excellence and impact in research, teaching and thought leadership while delivering transformation and support in addressing the disciplines that matter in today's complex global economic situation.

In 2010, HEC Paris joined Qatar Foundation to bring world-class Executive Education programs and research activity to Doha and the region. HEC Paris launched Qatar's first **International Executive MBA (EMBA)**, which is currently ranked number 3 worldwide by the Financial Times, and the **Specialized Master's in Strategic Business Unit Management (SBUM)**. HEC Paris is also a world leader in custom-designed programs, and works with clients in Qatar and the region to design and deliver executive programs that address current business challenges.

