



Facts on Leadership



Foundational Leadership Program

Henrik von Scheel



Agenda

- Facts on Leadership
- Differences between management and leadership
- What makes a exceptional leaders
- Leadership types and styles
- How Leadership and Management must go hand in hand
- How to develop a Leadership style
- Personality Leadership profiling
- Introduction to peer evaluations
- Describe your individual Performance Coaching
- Leadership sequenced way of thinking: CAN, WANT and SHOULD DO techniques



Facts on Leadership



WHAT MAKES LEADERSHIP SO DIFFICULT?

Cost benefit ratio is broken

Perception

9 out of 10 strategies are
declared a success*

7 out of 10 programs and
projects are declared a success*

Reality

70% of corporate strategy initiatives
are never successfully implemented due to

- Ability to translate it into strategy execution
- Turning faulty (no applicable) worst practices into and Best Practices! **

72% of all programs and projects fail
to deliver on time, budget and value**

- 45% run over budget
- 7% behind schedule
- 56% deliver less functionality than predicted
- To achieve at least \$15 million in benefits, requires spending of \$59 million

* Harvard Business Study: New Project? Don't Analyze—Act. March 2012

** Insead Business School and Harvard Business Study by Prof Jarrett: Playing the Point

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Differences between management and leadership



What makes a exceptional leaders



K-lead Executive Development Roadmap

K-led Leadership themes

- Change Management
- Communication & Engagement
- Performance Management
- Leadership Style
- Coaching Skills
- Strategic Thinking
- Innovation & Creativity
- Continuous Professional Development
- Succession Planning



Leadership types and styles



How Leadership and Management must go hand in hand



How to develop a Leadership style



Personality Leadership Profiling



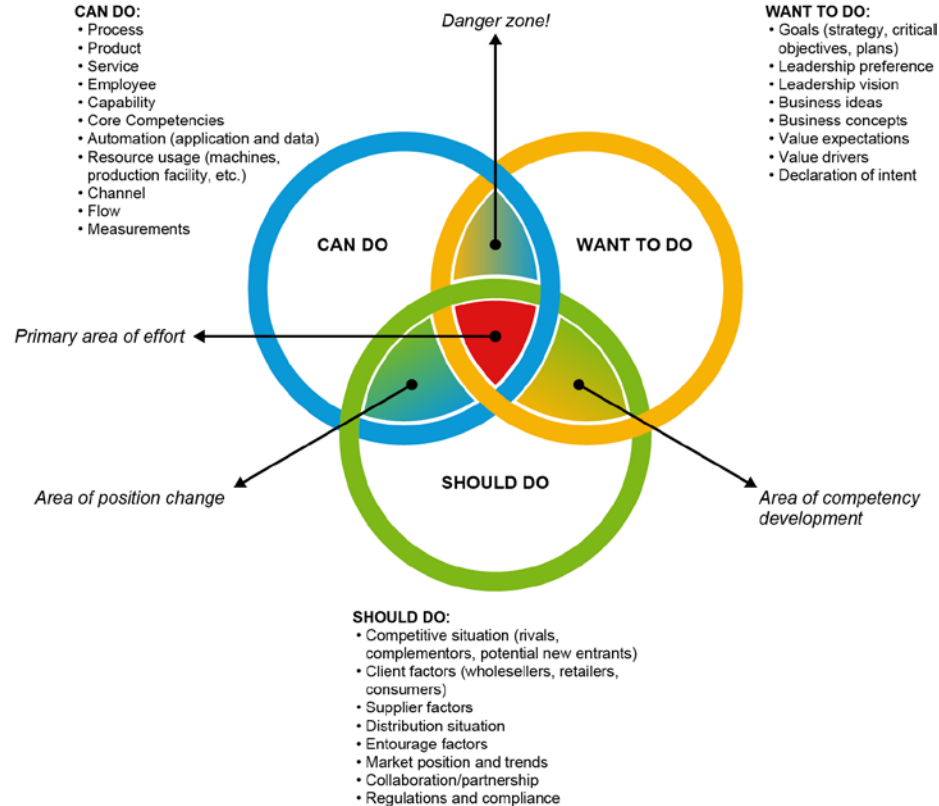
Introduction to peer evaluations



Describe your Individual Performance Coaching



Leadership way of thinking: CAN, WANT & SHOULD DO



Objective

This objective of this session is to build a foundational understanding of Leadership types and styles and entuse the participants to move up to the next level of Leadership. Exploring the

- Leadership types and styles
- Leadership personality profiling
- Introduction to peer evaluations
- Describe your individual Performance Coaching
- Learn the CAN, WANT and SHOULD DO techniques
- Learn the differences between management and leadership, how Leadership and management must go hand in hand and how to develop a Leadership Style.
- Requirement to becoming a exceptional

Becoming an exceptional general manager requires a fundamental shift in thinking, acting, and leading. You must be fully prepared to move beyond your field of expertise, take on cross-functional responsibilities, and contribute to corporate growth on a more strategic level.

We will provide an overall introduction to personal leadership profile, the peer evaluations and describe the individual Performance Coaching. Layout the learning, coaching and individual development journey that will run, as threads, through the programme; the learning cycle, peer sharing and coaching and how to relate it to the challenges of leading in KPC.

Throughout the programme, participants should identify areas of personal strength and development, with the Leadership goal of reflecting, planning and acting in order to ensure that KPC as a whole organisation.

Share key leadership way of thinking sequences and practice on how to apply the CAN – WANT – SHOULD DO technique in daily work of the Kuwait Oil Sector

Presented by Henrik von Scheel, best known as the father of the digital agenda & co-founder of the Industry 4.0. He is listed by Financial Times as one of the most influential authority on cooperate and national competitiveness.



Lessons Learned: How to Outcompete and Outsmart (JM) – Table of Contents

- **Lessons learned from yesterday**
- **Introduction to new key principles and concepts: Competitive Model, Forces Model, Competencies and capabilities map**



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إستراتيجية التعلم والتطوير
Learning & Development Strategy

رؤيتنا
شركاء في القيادة نحو ثقافة تعلم ذات كفاءة عالية
Vision
Partners driving a high-performing learning culture

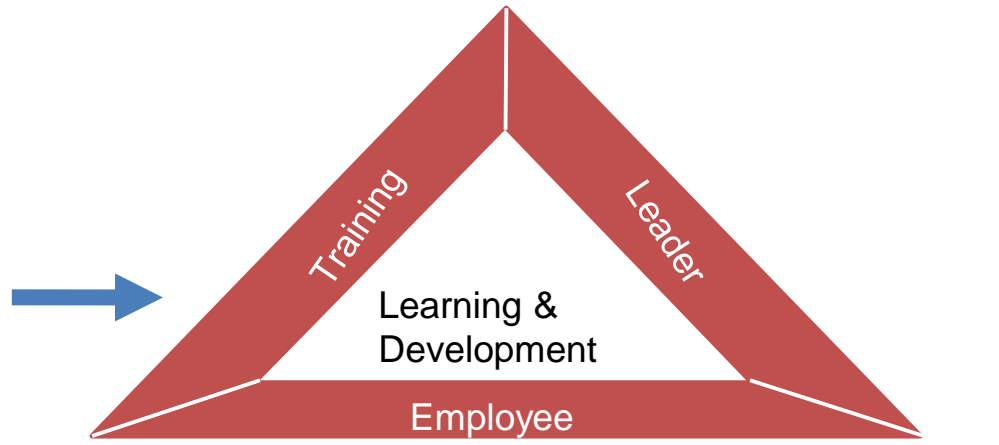
مهمتنا
العمل في شراكة وثيقة مع جميع الأطراف ذات الصلة لتطوير الكفاءات و الطموحات المهنية اللازمة للعاملين لتحقيق النجاح في إستراتيجية العمل. من خلال أخذ مشورة الخبراء و تصميم و تقديم حلول تعليمية فعالة و عالية الجودة .
Mission Statement
Work in close partnership with all stakeholders to develop the competencies and career aspirations of employees, required to successfully deliver the business strategy, through expert advice and design & delivery of high-quality integrated processes and effective learning solutions

مبادئ التعلم والتطوير
الموظفون / العاملون يتحملون مسؤولية تعلمهم وتطوير ذاتهم.
مؤسسة الشركة ككل مسؤولة وشريكة في تطوير الموارد البشرية والفرص التدريبية والعمل لدعم تطوير الموظفين / العاملين.
مؤسسة الشركة الحكومية وشركاتها تتباعد لتحديد الفرص والمهام المطلوبة من الموظفين / العاملين لكل مهمة وعمل وظيفة لمساعدتهم في تحقيق تطورهم المهني.
العاملين والموظفين مسؤولين عن تحقيق الفرص التعلمية والتطويرية الخاصة بهم.
العاملين / العاملين مسؤولين بتطوير الموهبتين / العاملين / العاملات.
المورد البشرية والتدريب والتطوير هم شركاء فعال مع المسئولين والمختصين في تحديد الاحتياجات والحلول المناسبة للتعليم والتطوير للموظفين / العاملين.
المورد البشرية والتدريب والتطوير هم شركاء في الراس والمسؤول عن اتباعد التعليم والتطوير للعاملين من الفرص والمسؤولين المهنيين.
استثمار التعليم والتطوير على الصلة الوطنية لتطوير فوج عاملة موهوبة لتجميع المستويات.

Unified L&D Principles
Employees are responsible for and should drive their own Learning & Development.
KPC and subsidiaries will provide the work processes, resources and opportunities to support the development of employees.
KPC and subsidiaries will outline the capabilities that employees are expected to demonstrate for each role to assist employees in planning their career development.
All Line managers are responsible for applying L&D processes to ensure employees develop the competencies required for their jobs.
All Line managers act as coaches and facilitators of the employee development.
HR/ Training & Career Development will work as partners with line managers and Subject Matter Experts (SMEs) in identifying needs and providing Learning and Development solutions for employees.
HR/ Training & Career Development will develop L&D processes in collaboration with line management and act as custodians of the overall L&D processes.
Learning & Development investment will focus on developing required capabilities of the national workforce to ensure talent supply for all levels.

Kuwait Petroleum Corporation and subsidiaries

The Unified Learning Management System supports the L&D Strategy made by OCD and signed by top management in 2015.



This strategy and its principles stresses that successful employee development depends on a strong and **proactive partnership** between the employee, his/her boss and Training & Career Development.

The Development Partnership Triangle

It is the role of Training and Career Development to:

- Align training with Corporate Strategy
- Ensure proper training
- Facilitate Blended Learning tools
- Measure the effectiveness of training
- Etc....

Tools for Excellence

Training

Learning & Development

Leader

Coaching Leader

Employee

It is your role as a boss to:

- Analyze employee competency gaps
- Ensure a development discussion with each employee
- Finalize PDPs
- Follow up on PDPs
- Coach employees
- Etc...

Proactive Learner

It is your responsibility as an employee to:

- Work in partnership with your boss in developing your PDP
- Ensure that you have a development discussion with your boss
- Execute your PDP as agreed
- Seek feedback and learning opportunities
- Etc....



Mentoring & Coaching 20%

➤ It is the responsibility of each Functional Manager to mentor and coach their direct employees to enable performance and development. Succession and talent pools should ideally be provided with a formal coach to enable their development. The following guidelines should be considered:

- **Coaching:** The focus of the coaching process should be to **behaviours and mindsets** that will enable succession pool members to respond effectively in their new roles
- **Mentoring:** The process must focus on **developing and transferring skills and knowledge** based on a specific developmental needs



does not have to be the direct superior of an employee but must be an achiever in which they are mentoring.

Training 10%

- Formal classroom training has been shown to be the least beneficial in ensuring learning and skills transfer
- However, this type of learning is critical for transitional learning i.e. when managers transition from one managerial level to the other
- This type of training will address knowledge gaps and enable employees to increase breadth of knowledge to be able to effectively operate at different levels of management

On-the-job Experiential Learning 70%

- This type of learning is the most effective in ensuring transfer of skills and learning. Examples of on-the-job learning experiences are:
 - Job Rotation / lateral moves
 - Strategic projects
 - Action learning projects
 - Stretch assignments
 - International projects



KPC Leadership Development Module "KLDM"

Competency Framework

Team Leader

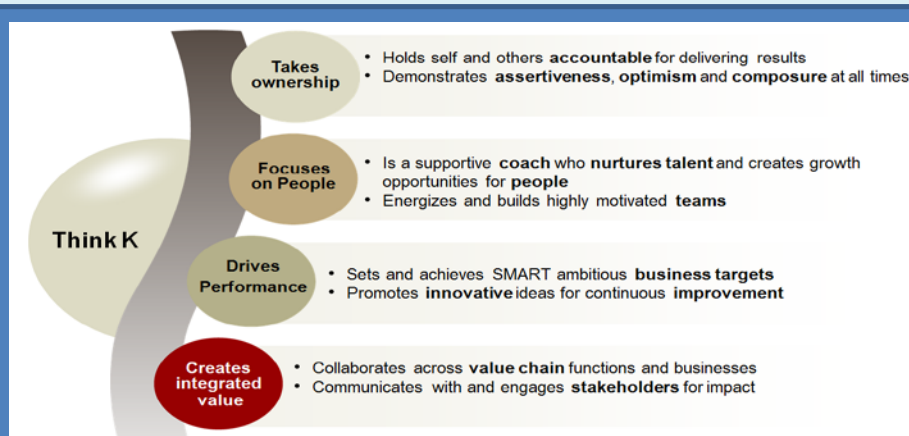
Manager

DMD
DCEO

MD
CEO

OCD

GN2/4: Performance Drive
 GN3/4: Ownership
 GN4/4: Adaptability & Learning
 GN5/4: Team Work
 GN6/4: Communication
 IE0006 Analytical/Conceptual Thinking
 MGT0001 Leadership
 MGT0002 Ensures Alignment with Business Interests
 MGT0003 Coaching Others
 MGT0004 Business Environmental Awareness
 MGT0005 Working with Diversity
 MGT0006 Managing Change
 MGT0007 Performance Management



Blended Learning Development

- Assignments
- OJT Experiential Learning
- Kaizen Event ...

Leadership Training
 ELearning
 Coaching/Mentoring

- Inter Company Projects
- Assignments
- Kaizen Event

Training
 • Internal Coaching /

- Exposure to Senior Leadership roles
- Lead or participate in taskforce project team or advisory board
- Strategic Assignment
- Community involvement
- Involvement in higher Leadership roles
- Attend Leadership - Local/International events
- External Coaching / Mentoring

Continuous Assessment: 360, Assessment Center, Direct Boss Evaluation