



Brandon Hall Group

EXCELLENCE AWARDS 2024

KFH Leadership Academy Cultivates Banking Excellence Across Borders

Kuwait Finance House (KFH)

Best Leadership Development Program

November 2024



Company Background



Company-at-a-Glance	
Headquarters	Kuwait
Year Founded	1977
Revenue	\$4.7 Billion (2023)
Employees	+18,000 Employees
Global Scale (Regions that you operate in or provide services to)	Highly distributed with multiple locations across the globe
Customers/Output, etc. (Key customers and services offered)	Banking
Industry	Banking
Stock Symbol	Kuwait Finance House K.S.C.
Website	Personal Banking (kfh.com)



Budget and Timeframe

Budget and Timeframe	
Overall budget	Program Cost: 727,900 EURO (seven hundred twenty-seven thousand nine hundred Euros) Logistics Cost: (Travel Accommodation, Flight Tickets, Travel Per diem, Meeting Rooms) 353,000 EURO (three hundred fifty-three thousand euro) Total Cost: 1,080,900 EURO
Number of (HR, Learning, Talent) employees involved with the implementation?	5
Number of Operations or Subject Matter Expert employees involved with the implementation?	7
Number of contractors involved with implementation	2
Timeframe to implement	Preparation 3 Months Implementation of the program 3 Months
Start date of the program	Preparation: January 2023 – July 2023 Program Launching: July 2023 Program Ending: November 2023

Fit to the Needs

In today's dynamic business environment, organizations are constantly faced with the challenge of identifying and developing future leaders who can navigate through change and drive success. Kuwait Finance House (KFH) recognizes this need and has developed a comprehensive Leadership Development Program (LDP) to identify, nurture, and prepare high-potential individuals for leadership roles within the organization.

KFH is the leading organization in the region and has a strong commitment to excellence and innovation in the banking sector. As the organization was approaching a merger with Ahli United Bank (AUB), there was a critical need to



prepare future leaders who can effectively manage and embrace change. The LDP is designed to equip participants with the skills, knowledge, and mindset required to lead a dynamic and evolving business environment. By investing in the development of its talent, KFH aims to ensure a smooth transition during the merger and position itself for long-term success.

Provide a description of the leadership development program. What goals did you establish and were they achieved? Did this program tie into organizational objectives?

Details:

The primary objective of the LDP is to identify and develop high-potential individuals who have demonstrated exceptional performance and leadership qualities. The program aims to:

1. Identify and nurture talent: Recognize individuals with the potential to become future leaders within the organization and provide them with opportunities for growth and development.
2. Develop leadership skills: Equip participants with the essential skills and competencies required to lead effectively in a changing business landscape.
3. Foster a culture of innovation: Encourage participants to think creatively and develop innovative solutions to complex business challenges.
4. Prepare for the merger: Ensure that future leaders are equipped to navigate through the merger with AUB and drive the organization's growth and success post-merger.

Design and Delivery of the Program

To initiate the design phase, KFH Talent Development Team conducted individual virtual meetings with senior executive management to gather their insights on the program's objectives, strategies, and challenges. These meetings included the Acting Group CEO, CEO KFH Kuwait, General Manager Corporate Banking, Deputy General Manager Products, Executive Manager HR Systems and Analytics, and Deputy General Manager Retail Business Planning and Performance. Due to KFH's international presence, we ensured diversity in the selection of subject matter experts, including different nationalities and genders, to cover various aspects, with a particular focus on promoting women's empowerment. In addition, The Design Jam meeting took place on May 31st, 2023, at the KFH Headquarters in Kuwait. The meeting was attended by various individuals from both the service provider – Headspring, a company which is a joint venture between IE Business School and Financial Times, and Kuwait Finance House (KFH). The purpose of the Design Jam was to discuss and



strategize the design of the KFH Leadership Academy, specifically focusing on the HiPo (High Potential) Program.

The Design Jam began with introductions and a strategic overview of the collaboration between KFH and Headspring. The history of their successful partnership was highlighted, including the challenges faced pre-merger in 2019, the impact of COVID-19 on delivery in 2020, and the implementation of transactional and transformational leadership programs for senior executives in 2021 and 2022. The current focus in 2023/24 is on redesigning the HiPo program for future leaders, which has been rated by program participants with a score of 9/10.

The objectives and benefits of the KFH Leadership Academy were discussed during the Design Jam. These objectives include aligning learning and development efforts with KFH's business strategy, emphasizing Islamic values, supporting the merger with AUB, integrating different learning elements for different levels of employees, promoting collaboration and engagement, and measuring the impact of L&D investments on business performance over a two-year period.

The Design Jam also outlined the expected learning elements of the KFH Leadership Academy. These elements include design sessions with sponsorship and emphasis on Islamic values, pre-post assessments, mentoring sessions and individual development plans, blended learning experiences, specialized tracks/levels, reflection sessions, coaching sessions and group projects, involvement of Financial Times journalists, and a graduation ceremony in Spain.

The agenda of the Design Jam was structured with various sessions throughout the day. It started with introductions and a strategic overview, followed by an icebreaker activity and a discussion on the scope of the day. The HiPo program was then zoomed in, focusing on different modules such as leading self, leading teams, leading organization, and change management. There were breaks and a lunch break scheduled throughout the day. The Design Jam concluded with a closing session.

During the Design Jam, feedback and key takeaways were gathered from the participants, specifically from the HiPo program participants. In Module 1, the participants highlighted the need for a better balance between management and leadership topics, a deeper dive into strategic thinking, and the request to have Wendeline de Zan, an academic director, present for two days. In Module 2, the participants requested an extra day on communication skills and a deeper dive into effective communication. In Module 3, the participants expressed the need for more engagement with certain speakers and the inclusion of project presentations with senior executive sponsors present.

The participant input also provided insights into the skills, attitudes, and behaviors that future leaders at KFH should demonstrate. These include



emotional intelligence, data-oriented decision-making, problem-solving, vision, innovation, alignment with KFH strategy, initiative-taking, trust-building, empathy, agility, self-awareness, challenging the status quo, and adaptability to change.

The Design Jam also discussed the methodology and steps involved in the HiPo program, including idea selection, empathy and exploration, solution and validation, business proposal, and solution validation with users/clients. The importance of coaching, online support, and the roles and responsibilities of entrepreneurial teams, senior executives, sponsors, trainers, and coaches were also highlighted.

In conclusion, the Design Jam was a collaborative event that focused on designing the HiPo program for the KFH Leadership Academy. It involved strategic discussions, feedback gathering, and the identification of key skills and behaviors for future leaders at KFH. The event aimed to align learning and development efforts with KFH's business strategy and promote collaboration and engagement among executives, senior management, and teams. The participant's selection process was quite intricate and detailed, HR had chosen the best of the best among the HiPo talent pool while ensuring equal distribution among the Business Areas. Additionally, gender equality and women representation was crucial in the selection process.

The program's inauguration took place on Monday, July 3rd, 2023, at the Grand Hyatt Hotel. The event commenced with speeches from KFH representatives, including Mr. Zeyad Alomar, Group Chief Human Resources and Transformation Officer, and Mr. Mohammed Almusalam, Executive Manager of Talent Management and HR Transformation, emphasizing the program's importance for the upcoming merger and KFH's leadership in the banking sector. Headspring then delivered a speech highlighting their successful partnership with KFH in designing a fully customized learning program, showcasing KFH's commitment to investing in the future. Mr. Bassem Banna, Headspring's Vice President of Corporate Partnerships in the Middle East and Africa, emphasized the strategic nature of the partnership and Headspring's commitment to supporting KFH in maintaining its leadership position. Following the speeches, an alumna from the previous cohort, Ms. Farah Al Nughaimish, shared her transformational journey experience. Alan Livsey, a Financial Times journalist, provided a Global Outlook Perspective on the Future of Finance & Banking. The opening concluded with a panel discussion moderated by Mr. Alan Livsey, featuring KFH Leadership Team members, Prof. Joe DiVanna, Mr. Zeyad Alomar, Mr. Semih Sel (Kuveyt Turk HR Group Head, a KFH subsidiary), Mr. Naqeeb Amin (General Manager HR, AUB), and Mr. Mohammed Almusalam. A group picture was taken with all participants, marking the commencement of the programs.



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بيت التمويل الكويتي
Kuwait Finance House



KFH Leadership Academy Inauguration Agenda

Grand Hyatt Kuwait, 360 Mall, Zahra 47451, Kuwait

TIME	Monday , July 3 rd
7:30 - 8:00	Welcome coffee
8:00 - 8:15	KFH Welcome
8:15 - 8:30	Headspring Welcome
8:30 - 8:40	BLE Alumni Testimonial
8:45 - 9:30	Global Outlook Perspective on the Future of Finance & Banking Alan Livsey - FT Journalist
09:30 - 10:00	Coffee break
10:00 - 11:00	Panel Discussion KFH Leadership Team & Prof. Joe DiVanna Moderated by Alan Livsey
11:00 - 11:15	End of Inauguration Ceremony

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Inauguration ceremony of KFH Leadership Academy.



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KFH Employee sharing her success story from the previous cohort (during inauguration).



Panel discussion on KFH and Talent – continuing the banking legacy (during inauguration).



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End of inauguration group photo.



Building Leadership Excellence: The program included 27 participants from diverse nationalities and genders (18 Gents & 9 Ladies) across KFH Group subsidiaries (KFH Kuwait, KFH Capital, KFH Bahrain, Kuveyt Turk Participation Bank, AUB Kuwait).



Building Leadership Excellence - Cohort 1

Programme Calendar



* Please note that this calendar is subject to possible changes of dates, topics and/or location



MODULE 1: Leading Self

The first module of the program is designed to enhance the leadership skills of high potentials manager at KFH by focusing on self-awareness, emotional intelligence, and strategic self-development. Participants will articulate their leadership vision, differentiate between management and leadership, and practice influence techniques to understand their impact on others. Through interactions with SMEs and peer-reviewed exercises, they will identify personal strengths and areas for improvement within an intercultural context. The workshop encourages a mindset shift towards inspirational leadership, utilizing frameworks from neuroscience and principles from Islam to foster resilience and motivate teams. By the end, participants will have developed actionable leadership plans and gained valuable insights to effectively adapt their leadership styles to diverse situations.



Building Leadership Excellence - Cohort 1



Module 1: Leading Self

TIME	Monday, July 3 rd	Tuesday, July 4 th	Wednesday, July 5 th	Thursday, July 6 th
7:30 - 8:00	Welcome coffee	Welcome coffee	Welcome coffee	Welcome coffee
8:00 - 09:30	KFH Leadership Academy Inauguration	Cognitive Diversity Wendeline de Zan	Intercultural Frameworks to Optimize Balance & Efficiency Christel Paris-Bicking	Non-verbal & Remote Leadership Skills Christel Paris-Bicking
09:30 - 10:00	Coffee break	Coffee break	Coffee break	Coffee break
10:15 - 11:30	KFH Leadership Academy Inauguration	Cognitive Diversity Wendeline de Zan	Intercultural Frameworks to Optimize Balance & Efficiency Christel Paris-Bicking	Neuroscience of Resilience Christel Paris-Bicking
12:00 - 13:00	Lunch & prayer break	Lunch & prayer break	Lunch & prayer break	Lunch & prayer break
13:00 - 14:00	Introduction to Programme Wendeline de Zan & Christel Paris-Bicking	Increased Self-Awareness Christel Paris-Bicking	PAVES Wendeline de Zan	Refining Learnings Personal Action Plan Christel Paris-Bicking
14:00 - 14:14	Coffee break	Coffee break	Coffee break	Coffee break
14:14 - 15:30	From Management to Leadership Wendeline de Zan	Writing Personal Legends Christel Paris-Bicking	Your Unique Value Proposition Wendeline de Zan	Personal Action Plan Wrap-up & Evaluations Christel Paris-Bicking

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MODULE 2: Leading Teams

The second module of the BLE program, comprising of "Communication Skills" and "Leading Teams," equips participants with essential leadership tools. In "Communication Skills," participants learn to craft and deliver persuasive, concise presentations using effective body language and vocal techniques, supported by practical exercises like video-recorded presentations for feedback. The "Leading Teams" block focuses on developing adaptable and authentic leadership styles, covering clear communication, conflict management, and coaching. Participants engage in practical scenarios to enhance their skills in these areas, ensuring they can lead teams effectively and align team tasks with organizational goals. The module combines theory with extensive hands-on practice to build confidence and competence in leading and communicating.



Building Leadership Excellence - Cohort 1

Module 2: Leading Teams

TIME	Sunday, September 17 th	Monday, September 18 th	Tuesday, September 19 th	Wednesday, September 20 th
7:30 - 8:00	Welcome coffee	Welcome coffee	Welcome coffee	Welcome coffee
8:00 - 12:00	Communication Skills Matt Boardman	Communication Skills Matt Boardman	Leading Teams Wendeline de Zan	Leading Teams Wendeline de Zan
12:00 - 13:00	Lunch & prayer break	Lunch & prayer break	Lunch & prayer break	Lunch & prayer break
13:00 - 15:30	Communication Skills Matt Boardman	Communication Skills Matt Boardman	Leading Teams Wendeline de Zan	Leading Teams Wendeline de Zan

* Everyday there will be a morning and afternoon break of approximately 15' each

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MODULE 3: Leading Business

The last module of the BLE program integrates advanced topics such as Strategy, Digital Tech Trends in Banking, Influencing Others, and Transformational Challenges to prepare leaders for the dynamic and disruptive business landscape. It emphasizes adaptive strategic planning, leveraging insights from research and real-world applications to outpace competition. The module also delves into the rapid evolution of fintech and digital transformations, equipping participants with strategies for technological adaptation and innovation risk management. Additionally, it enhances leaders' influence skills through practical exercises and tailored case studies, culminating in final presentations that synthesize these skills in addressing real-life organizational challenges at KFH. This comprehensive approach ensures participants are well-prepared to lead with agility, insight, and influential prowess in a constantly evolving market.



Building Leadership Excellence - Cohort 1 Module 3: Leading Business

TIME (CET)	Monday, November 13 th	Tuesday, November 14 th	Wednesday, November 15 th	Thursday, November 16 th	Friday, November 17 th	Saturday, November 18 th
9:00 - 9:30	Welcome coffee	Welcome coffee	Welcome coffee	Welcome coffee	Welcome coffee	Welcome coffee
9:30 - 12:00	Strategy Development & Implementation Enrique Cortes	Influence the World Around You Mark Fritz	Digital Tech Trends in Banking Ricardo Pérez	High Performing Teams Wendelne de Zan	Transformational Challenges Dry Run Max Oliva & Matt Boardman	Transformational Challenges Final Presentations
12:00 - 13:00	Coffee break	Coffee break	Coffee break	Coffee break	Coffee break	Closing Ceremony
13:00 - 16:30	Strategy Development & Implementation Enrique Cortes	Influence the World Around You Mark Fritz	Digital Tech Trends in Banking Ricardo Pérez	High Performing Teams Wendelne de Zan	Transformational Challenges Dry Run Max Oliva & Matt Boardman	
	Group Activity		Team Building Activity		Group Dinner	

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TRANSFORMATIONAL CHALLENGES:

The Transformational Challenges are specially designed to deepen participants' understanding of innovative practices and enhance their skills in problem-solving and opportunity identification. Focusing on design thinking, lean methodologies, and qualitative research, the program aims to develop critical skills in empathy, agility, and resilience, equipping leaders to effectively navigate a VUCA world. Through engaging in real-world challenges relevant to their organization, participants will learn to apply human-centered approaches to discern and meet stakeholder needs, fostering their ability to develop innovative solutions that are both comprehensive and impactful. The selected challenges are:

- TEAM 1: How can we as leaders balance the needs to perform and to transform? How can leaders handle the chaos of the present and also create space to hatch the future?
- TEAM 2: How might we lead with purpose and a sustainable mindset?
- TEAM 3: How might we create and nurture a high-performance culture, which recognizes and honors excellent performers, while identifying low performers to help them grow, change or seek alternative opportunities?
- TEAM 4: How might we inspire people with a stretching ambition, positive and distinctive, in order to be audacious, to see the possibilities when others only see the risks?
- TEAM 5: How might we embrace the strength of diversity, fostering inclusive behavior while removing obstacles to collaboration and empowering others to bring their authentic selves to the workplace?



Program Feedback:

Overall Module Satisfaction

Building Leadership Excellence 2023

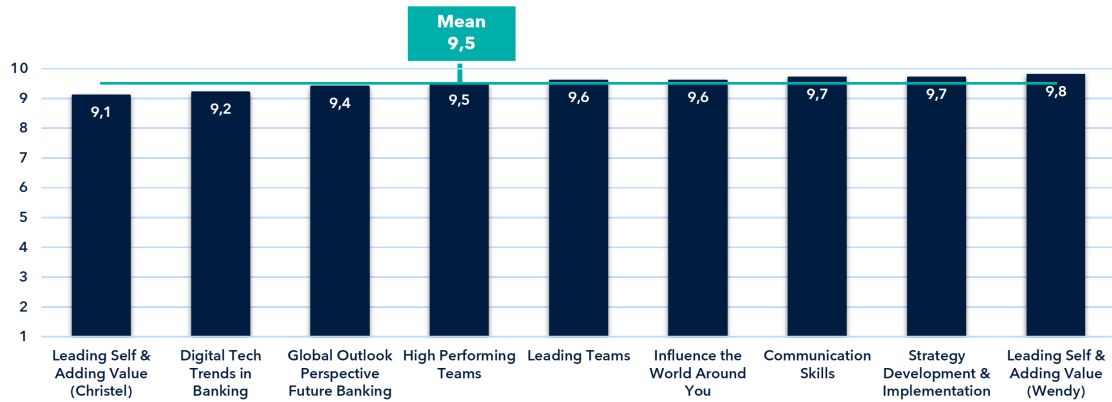


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Feedback on content

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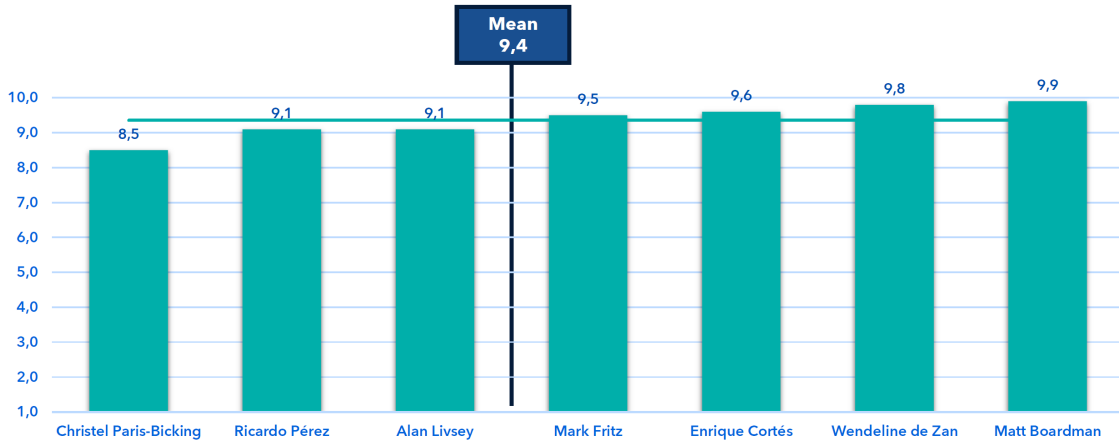


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Feedback on faculty

Building Leadership Excellence - 2023



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Faculty of the programme



Alan Livsey
Global Outlook
Perspective on the
Future of Banking



Wendeline de Zan
Leading Self & Leading
Teams
Academic Director



Christel Paris-Bicking
Leading Self



Matt Boardman
Communication Skills



Enrique Cortés
Strategy Development
& Implementation



Mark Fritz
Influence the World
Around You



Ricardo Pérez
Digital Tech Trends in
Banking



Manuel Muñiz
A New World Order

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Enterprise Leadership Program: The program included 23 participants from diverse nationalities and genders (20 Gents & 3 Ladies) across KFH Group subsidiaries (KFH Kuwait, KFH Capital, KFH Bahrain, Kuveyt Turk Participation Bank, AUB Kuwait).



Enterprise Leadership Programme - Cohort 1

Programme Calendar

JULY							SEPTEMBER							OCTOBER							NOVEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1						1	2	1	2	3	4	5	6	7				1	2	3	4
2	3	4	5	6	7	8	3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
9	10	11	12	13	14	15	10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
16	17	18	19	20	21	22	17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
23	24	25	26	27	28	29	24	25	26	27	28	29	30	29	30	31					26	27	28	29	30		
30																											

Face to Face Modules	Module 1	Microsoft Teams	Path to Transformational Leadership
	Module 2		Reflection Sessions
	Module 3		Virtual Workshop: Interpersonal Effectiveness
		Online Sessions	

* Please note that this calendar is subject to possible changes of dates, topics and/or location

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MODULE 1: Change Management

The first module of the ELP focuses on Change Management, aiming to equip leaders with the necessary skills to navigate and implement successful organizational change. This first part of the program comprises four full days covering various aspects of change, including understanding why organizations resist change, exploring external factors and internal forces driving change, leading change in times of uncertainty, and measuring the impact of change. Participants engage in interactive discussions, group activities, and self-assessments to develop a comprehensive understanding of change management principles and their role in driving successful transformations within their organizations. The program integrates theory with practical simulations, enabling participants to apply their learning to real-world scenarios and develop actionable change plans. By the end of the module, participants are equipped with the knowledge, skills, and confidence to effectively lead and implement change initiatives within their respective organizations.



Enterprise Leadership Programme - Cohort 1

Module 1: Change Management

TIME	Monday, July 3 rd	Tuesday, July 4 th	Wednesday, July 5 th	Thursday, July 6 th
7:30 - 8:00	Welcome coffee	Welcome coffee	Welcome coffee	Welcome coffee
8:00 - 09:30	KFH Leadership Academy Inauguration	Understanding Change Joseph DiVanna	Change Management Introduction to Simulation Laura Rojo	Change Management Simulation Laura Rojo
09:30 - 10:00	Coffee break	Coffee break	Coffee break	Coffee break
10:00 - 11:30	KFH Leadership Academy Inauguration	Understanding Change Joseph DiVanna	Change Management Simulation Laura Rojo	Application to Organizational Change & Transformation Laura Rojo
12:00 - 13:00	Lunch & prayer break	Lunch & prayer break	Lunch & prayer break	Lunch & prayer break
13:00 - 15:30	Leadership in Changing Times Joseph DiVanna	Understanding Change Joseph DiVanna	Change Management Simulation Laura Rojo	Application to Organizational Change & Transformation Laura Rojo

* Everyday there will be an afternoon break of approximately 15'
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MODULE 2: Performance Leadership

The second module of the program "Performance Leadership," equips leaders with critical skills for managing high-performance teams through three key subjects: Agile Collaboration, Empowering Others to Perform, and The Power of Networks. In Agile Collaboration, participants apply Lean and Agile methodologies to enhance organizational flexibility and responsiveness. Empowering Others to Perform focuses on leadership techniques that foster team autonomy and accountability, emphasizing the importance of delegation and motivation. Finally, The Power of Networks teaches leaders to build and utilize strong relationships and networks to accelerate business and personal growth. Together, these subjects prepare leaders to drive team performance effectively in a rapidly evolving business environment.



Enterprise Leadership Programme - Cohort 1

Module 2: Performance Leadership

TIME	Sunday, September 17 th	Monday, September 18 th	Tuesday, September 19 th	Wednesday, September 20 th
7:30 - 8:00	Welcome coffee	Welcome coffee	Welcome coffee	Welcome coffee
8:00 - 12:00	Power of Context & Networks Mark Fritz	Empowering Others to Perform Mark Fritz	Agile Collaboration Luis Ángel Ullivarri	Agile Collaboration Luis Ángel Ullivarri
12:00 - 13:00	Lunch & prayer break	Lunch & prayer break	Lunch & prayer break	Lunch & prayer break
13:00 - 15:30	Power of Networks Mark Fritz	Empowering Others to Perform Mark Fritz	Agile Collaboration Luis Ángel Ullivarri	Agile Collaboration Luis Ángel Ullivarri

* Everyday there will be a morning and afternoon break of approximately 15' each

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MODULE 3: Strategy Execution & Customer Excellence

The final module of the ELP, titled "Strategy Execution & Customer Excellence," equips senior executives at KFH to master strategic frameworks in a volatile business environment, emphasizing smarter decision-making to gain competitive advantages. The curriculum focuses on navigating crises, technological advancements, and global shifts, fostering a strategic mindset to anticipate future trends. Key components include dynamic industry analysis, strategic implementation, and building a collaborative culture, with a strong emphasis on customer centricity to align strategies with customer needs. This comprehensive approach prepares leaders to effectively implement strategies that drive sustainable growth and enhance customer service excellence.



Enterprise Leadership Programme - Cohort 1

Module 3: Strategy Execution & Customer Excellence

TIME	Tuesday, November 14 th	Wednesday, November 15 th	Thursday, November 16 th	Friday, November 17 th
9:00 - 9:30	Welcome coffee	Welcome coffee	Welcome coffee	Welcome coffee
9:30 - 12:30	Influence the World Around You Mark Fritz	Being a Strategic Leader Enrique Cortés	Executing the Strategy Enrique Cortés	Commercial Savviness & Operational Excellence
12:30 - 13:30	Lunch & prayer break	Lunch & prayer break	Lunch & prayer break	Lunch & prayer break
13:30 - 16:30	Influence the World Around You Mark Fritz	Being a Strategic Leader Enrique Cortés	Executing the Strategy Enrique Cortés	Commercial Savviness & Operational Excellence

* Everyday there will be a morning and afternoon break of approximately 15' each

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INDIVIDUAL PROJECTS: Path To Transformational Leadership

The "Individual Projects, Path to Transformational Leadership" is designed with a strong focus on personal leadership development and practical application. The primary objectives of this program are to enable participants to explore and define their own interpretations of leadership, to ascertain the type of leader they aspire to be, and to practically apply the concepts learned during the program in real-world scenarios. Participants are encouraged to engage deeply with these objectives through a series of structured activities, including conducting interviews with both employees and senior leaders, which should preferably be recorded. This process not only fosters a personal connection to leadership concepts but also emphasizes the practical application by requiring participants to reflect on and implement these ideas directly into their professional practice. The program is structured to support these goals with milestones that include an online progress review session and the submission of an executive summary, culminating in a debriefing event to discuss and consolidate the learnings.



Program Feedback:

Overall Module Satisfaction

Enterprise Leadership Programme 2023

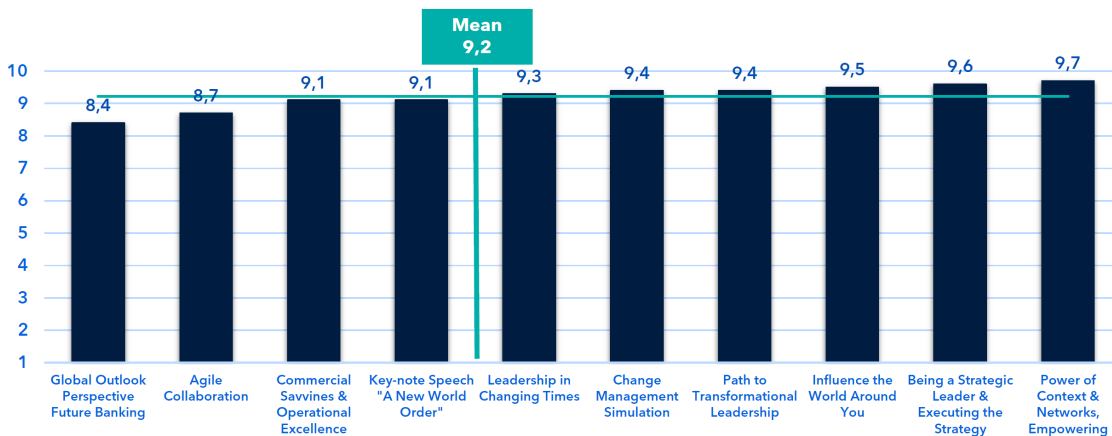


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Feedback on content

Enterprise Leadership Programme - 2023



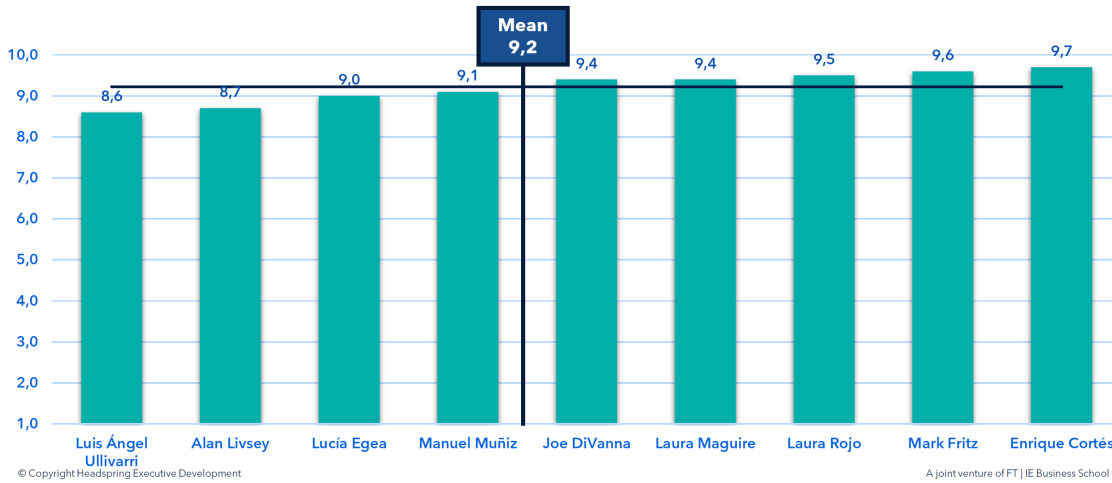
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Feedback on faculty

Enterprise Leadership Programme - 2023



Faculty of the programme



Alan Livsey
Global Outlook
Perspective on the
Future of Banking



Joe DiVanna
Leadership in
Changing Times



Laura Rojo
Change Management
Simulation



Mark Fritz
Power of Networks &
Empowering Others



Luis Ángel Ullivarri
Agile Collaboration



Enrique Cortés
Being a Strategic
Leader & Implementing
the Strategy



Lucía Egea
Customer Centricity



Laura Maguire
Interpersonal Effectiveness
Path to Transformational
Leadership



Manuel Muñiz
A New World Order

The Closing of both programs took place in IE Business School Tower in Madrid, Spain. The Building Leadership Excellence shared with presentations for each team

“Transformation Challenges” to KFH Executives in Enterprise Leadership Program with the presence of Mr. Mohammed Al Musalam and Mr. Bassem Banna. Upcoming finishing the presentations it was time for the honoring for the participants as they embarked on this journey to end with Mr. Manuel Muniz, a provost of IE University, on “A New World Order” seminar and receiving their certificates.



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Participant arrival to the final day of the program in IE University Tower.



IE University Tower





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BLE presenting their transformational challenges.





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**EXCELLENCE
AWARDS 2024**

Mr. Manuel Muniz's seminar on "A New World Order".





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Antonio Montes, CEO of Headspring, delivering closing speech on behalf of Headspring.





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Mohammed Al-Musallam, KFH's Executive Manager Talent Management and HR Transformation.





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Presenting completion certificates to the participants.





Adoption of the Program

The adoption of the Leadership Development Program (LDP) at KFH was a strategic decision made by the organization to ensure the continuous development and growth of its talent pool. This part outlines the process of adoption, highlighting the challenges faced and the strategies employed to support the successful implementation of the program.

The adoption of the LDP at KFH was a collaborative effort involving key stakeholders across the organization, including senior leadership, HR professionals, and department heads. The process can be summarized as follows:

1. **Identification of Need:** The need for a comprehensive leadership development program was identified through a thorough analysis of the organization's strategic objectives and future growth plans.
2. **Design and Development:** The LDP was designed and developed based on best practices in leadership development and tailored to meet the specific needs of KFH.
3. **Stakeholder Buy-In:** Senior leadership played a crucial role in championing the program and gaining buy-in from other stakeholders. The benefits of the program were clearly communicated to all employees to generate enthusiasm and support.
5. **Full-Scale Implementation:** Once the program was refined, it was rolled out across the organization group level including KFH Kuwait, KFH Bahrain, KFH Capital, AUB Kuwait, and Kuveyt Turk Participation Bank. A structured approach was taken to ensure that all eligible employees had the opportunity to participate in cross area functions.
6. **Monitoring and Evaluation:** The program was continuously monitored and evaluated to assess its impact on participants and the organization as a whole. Adjustments were made as necessary to improve its effectiveness.

While the adoption of the LDP at KFH was largely successful, it was not without its challenges. Some of the key challenges faced include:

1. **Resistance to Change:** Some employees were resistant to the idea of participating in a new development program, especially if it required a significant time commitment giving the upcoming approach of the AUB Merger.
2. **Resource Constraints:** Implementing a comprehensive LDP required significant resources, both in terms of time and budget. Ensuring adequate



resources were available was a challenge.

3. **Cultural Alignment:** Ensuring that the program aligned with KFH's culture and values was essential but challenging, as cultural norms can vary across different departments and regions.

4. **Flight Logistics:** The logistics posed a challenge in coordinating flight bookings for 50 participants. This involved ensuring participants from Bahrain and Turkey flights and accommodations to Kuwait for the first two modules and arranging entry visas to Spain, flight bookings, and accommodations to Madrid for the third and final module.

5. **Measuring Impact:** Measuring the impact of the program on participants and the organization as a whole was a challenge, as leadership development outcomes can be difficult to quantify.

To support the adoption of the LDP and address these challenges, several strategies were employed:

1. **Clear Communication:** Clear and consistent communication about the program's objectives, benefits, and expectations was essential to generate buy-in from employees.

2. **Customization:** Customizing the program to meet the specific needs and preferences of employees helped to make it more appealing and relevant.

3. **Training and Support:** Providing training and support to employees participating in the program helped to alleviate concerns and build confidence in their ability to succeed.

4. **Leadership Involvement:** Involving senior leaders in the program helped to demonstrate their commitment to leadership development and encourage others to participate.

5. The logistics challenge was addressed by ensuring that flight tickets were booked three months in advance of each module. Corporate rates were provided for accommodations for participants, and efforts were made to reach out to the Spanish Ambassador in Kuwait for support in assisting and smoothing the visa entry application process for KFH Group program participants.

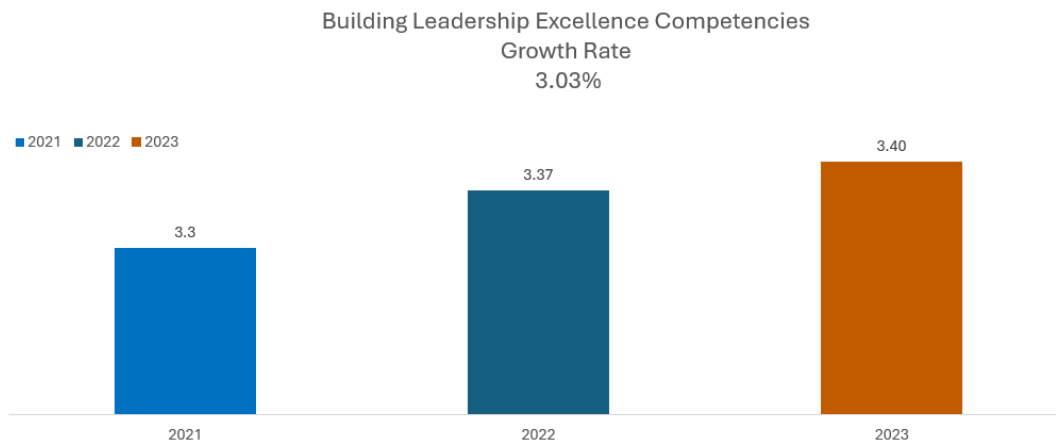
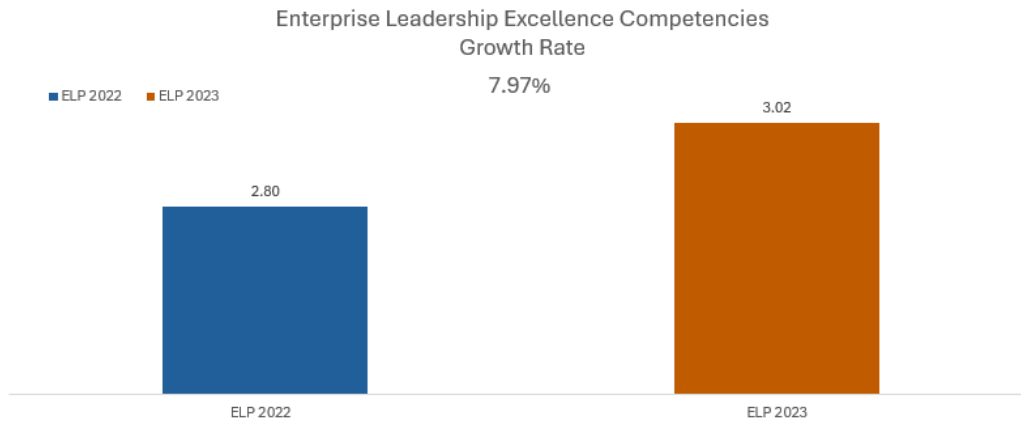
6. **Feedback and Continuous Improvement:** Gathering feedback from participants



and making continuous improvements to the program based on this feedback helped to increase its effectiveness and relevance.

Measurable Benefits

The KFH Leadership Academy had a significant impact on enhancing the competencies of its participants, as evidenced by the measurable growth observed in their performance appraisals. Through a comprehensive assessment process, participants' competencies were evaluated both before and after the program, allowing for a direct comparison of their growth trajectory.





By analyzing the rate of participants performance competencies, it became evident that most participants experienced substantial improvements in key leadership areas such as communication in term of holding people accountable, clear thinking, managing risk, and team management. The program provided participants with the necessary knowledge, skills, and tools to excel in their roles, resulting in a noticeable enhancement in their performance appraisal ratings compared to the previous year. It is significant to note that the ELP was initiated in 2023. Therefore, the ROI was for 2022 and 2023 appraisal while BLE was for 2021 to 2023.

This tangible evidence of competency growth underscores the effectiveness of the KFH Leadership Academy in equipping participants with the capabilities needed to succeed as leaders within the organization.

Overall

To prioritize and identify what is important, KFH likely considered the alignment of the program with organizational objectives, the needs of the business, and the development needs of the participants. They may have also conducted a thorough analysis of the current leadership pipeline and identified gaps that needed to be addressed. Additionally, input from senior executives and subject matter experts would have been crucial in defining the goals and priorities of the program.

Key findings from the Leadership Development Program (LDP) at Kuwait Finance House (KFH) include:

- 1. Identification and Nurturing of Talent:** The program successfully identified high-potential individuals and provided them with opportunities for growth and development.
- 2. Development of Leadership Skills:** Participants were equipped with essential skills and competencies required to lead effectively in a changing business landscape.
- 3. Fostering a Culture of Innovation:** The program encouraged participants to think creatively and develop innovative solutions to complex business challenges.
- 4. Preparation for the Merger:** Future leaders were equipped to navigate through the merger with AUB and drive the organization's growth and success post-merger.
- 5. Alignment with Organizational Objectives:** The program was closely aligned with KFH's business strategy and objectives, ensuring that the development efforts supported the organization's overall goals.



6. **Stakeholder Engagement:** Involving key stakeholders, including senior executives and subject matter experts, was crucial for the success of the program.

7. **Continuous Improvement:** Gathering feedback from participants and making continuous improvements to the program based on this feedback helped increase its effectiveness and relevance.

8. **Challenges and Strategies:** The program faced challenges such as resistance to change, resource constraints, and cultural alignment issues. However, strategies such as clear communication, customization, and leadership involvement helped address these challenges.

9. **Logistical Challenges:** Coordinating logistics, especially for international participants, was a challenge. Strategies such as early booking of flights and accommodations helped mitigate these challenges.

10. **Measuring Impact:** Measuring the impact of the program on participants and the organization was challenging but essential. Metrics such as employee performance, leadership pipeline, engagement, retention, and ROI were used to measure the program's success.

Lessons learned from the program include the importance of clear communication, stakeholder engagement, customization, and continuous improvement. Looking ahead, the future outlook for the program is positive, with a focus on further aligning learning and development efforts with KFH's Group business strategy, promoting collaboration and engagement, and measuring the impact of L&D investments on business performance over the long term. The program will continue to evolve to meet the changing needs of the organization and its future leaders.



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