IMD AND THE DIWAN OF ROYAL COURT

THE NATIONAL CEO PROGRAM: A PARTNERSHIP TO DEVELOP OMAN’S FUTURE TALENT
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In 2014 Oman’s Diwan of Royal Court asked: Is it possible to accelerate talent development to nurture future CEOs capable of running significant private-sector companies in Oman? As part of its new national agenda, the Diwan decided to sponsor the National CEO Program (NCP) with the aim of developing its next generation CEOs, thereby enabling the private sector to play a greater role in the country’s socio-economic development.

IMD business school was chosen to co-create, design and deliver this innovative program for which 100 up-and-coming managers were carefully selected to take part. The first NCP began in Oman in 2015 and comprised six modules, lasting from one to two weeks.

The journey was life changing for the participants, and the program’s impact has been significant, enabling Oman to make headway in achieving its national agenda. From the first two cohorts, 22% of alumni have moved to CEO roles, and participants have delivered implementation plans and live operations for half the projects developed during the program, thus actively applying their learning in Oman’s strategic sectors. As a direct result of the program, three companies have changed their strategy. In addition, there has been increased recognition of the importance of diversifying the economy into the targeted sectors, and evidence of true collaboration and support of the private sector by the public sector.

“The NCP is about developing Omani leaders at the international level, to work with the private sector for the sake of the competitiveness of the nation.”

Dr Ali Qassim Al-Lawati, Advisor for Studies and Research to the Diwan of Royal Court

NCP program impact

22% of participants moved into CEO roles

1/2 projects with implementation plans and live operations

3 companies have changed their strategy

National CEO Program Overview

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INTRODUCTION

THE PUBLIC AND PRIVATE PARTNERSHIP TASKFORCE (SHARAKA)

The program sponsor, Sharaka, was established by Oman’s hereditary Sultan Qaboos bin Said. Its goals are to enhance cooperation between the public and private sectors, identify opportunities to support the employment and capability development of Omani nationals, as well as work toward regional diversification and development.

INSTITUTE FOR CAPABILITY DEVELOPMENT (ICD)

ICD, the program leader, is charged with delivering world-class leadership, management and professional learning, research and associated initiatives around issues critical to the current and future performance of the Diwan of Royal Court. To achieve this, ICD partners with “best-in-class” local, regional and international research and educational institutions and individuals. Dr Ali Qassim Jawad (Dr Ali), Senior Advisor for Studies and Research to the Diwan of Royal Court, collaborated with IMD and ICD to design, develop and deliver the National CEO Program (NCP).

DIWAN OF ROYAL COURT

The Diwan is the overall sponsor of Sharaka, the ICD and the NCP.

IMD

IMD, the NCP knowledge partner, is a top-ranked business school, expert in developing leaders, transforming organizations and creating immediate and long-term positive impact. IMD custom programs are co-created with a select group of innovative global organizations to address their specific performance objectives. These tailor-made programs help companies to build new capabilities and address their most significant business challenges. The programs blend academic expertise with hands-on implementation and are designed for learning and business impact.

For more about IMD see Appendix 1 →
Like many countries in the Middle East, Oman has the good fortune to possess vast natural resources, in particular oil and gas, upon which its economy is heavily dependent. In 2014, the oil and gas industry contributed 47% to GDP, down from 51% in 2013 due to falling oil prices. Believing that these valuable resources could be complemented by Oman’s other natural resources, Sultan Qaboos resolved to proactively diversify the country’s oil-based economy toward the fisheries, food, logistics, mining and tourism sectors. However, Oman did not have a large private sector it could call on to grow these parts of its economy. Of its 1.77 million private-sector employees, 88% were expatriates. To address this gap the Sultan decided to invest in a program to develop its private-sector leaders. The National CEO Program (NCP) boosts their capabilities to enable them to lead their companies at the international level. It also provides a valuable network of talent from all sectors of the economy, Oman’s regions and differing company sizes.

You have this situation where the public sector is almost entirely local and the private sector is almost entirely foreign. There was a worry that the oil bonanza will end and when that happens the country is not well positioned to manage its own private sector because it’s basically run by foreigners. The idea behind this program is to preempt this upcoming challenge by training a cadre of world-class Omani CEOs.

Michael Wade, Professor of Innovation and Strategy, Cisco Chair in Business Transformation

The NCP, developed by Dr Ali and Sharaka to advance the national agenda, focuses on: enhancing cooperation between the public and private sectors; identifying opportunities for collaboration; supporting the employment and capability development of Omani nationals; and working toward regional diversification and development. The four national agenda priorities – economic diversification, job creation, regional development and building national capabilities – have provided a valuable framework to evaluate all proposed ideas, projects and initiatives, and to identify the challenges to be addressed in partnership with relevant government agencies.

The typical career-path of an Omani leader is to pursue an engineering degree, return to the national oil and gas industry, work on an exploration and gradually move up the ranks to top management. While these leaders have deep industry knowledge, they needed to expand their skills in the fundamentals of leading private-sector businesses – marketing, finance, operations and strategy. The goal of the NCP is to “enable the private sector through equipping it with world-class executives” by investing in 100 of the country’s talented leaders, preparing them to become private-sector CEOs and enabling them to act as catalysts to advance the country’s national agenda. Dr Ali defined a clear vision and strategic objectives.

The NCP is about developing Omani leaders at the international level, to work with the private sector for the sake of the competitiveness of the nation.

Dr Ali Qassim Al-Lawati, Advisor for Studies and Research to the Diwan of Royal Court

“Public-Private Partnership Taskforce (Sharaka).” The National CEO Program. ceo.om, 2017.
Since the government could not accomplish these goals alone, it searched for a partner to help co-create and deliver the NCP. Dr Ali headed the taskforce to identify the right knowledge partner according to four key criteria:

**Global Agenda**
First-in-class faculty able to tailor the program to elevate the quality of the cohort

**Innovative Thinking**
World-class research and latest thinking to deliver the necessary competencies for effective international leadership

**Personal Leadership**
Focus on personal leadership development at a behavioral level as well as on capability development for a sustainable leadership journey

**Delivering Impact**
Ensuring a positive impact on a personal leadership level (has the participant developed into a leader able to compete internationally?) as well as an organizational level (has the participant delivered back to the sponsoring organization?)
Having requested proposals from top business schools to address the challenge, Dr Ali decided that IMD, with its world-class reputation for thought leadership and developing global leaders, would be the best knowledge partner. Representatives of IMD, including Professor Michael Wade, future Program Director, and Goran Folkesson, Director of Partnership Programs, met Dr Ali and his team, the program committee, several times to gain a better understanding of Oman’s needs and the challenges involved in implementing the national agenda. During these meetings, as the two groups looked for ways to tackle Oman’s needs and priorities and the program gradually began to take shape, a relationship of trust and collaboration began to develop between them.

“We had a workshop with key sponsors such as the NCP Advisory Committee and Dr Ali to explore ways of challenging the future CEOs and deciding which direction the program should take. We eventually decided on a mix of innovation, disruption, technology, leadership and exposure to the outside world.”

Goran Folkesson, Director of IMD Partnership Programs

See Appendix 2 for IMD’s approach to developing custom programs →
As a result, IMD also became an active partner in:

- Developing an unbiased and impartial process to evaluate the applications
- Selecting qualified participants
- Identifying the industries to work on to advance Oman’s national agenda
- Choosing the right partners to coach the breakthrough projects and to run the program administration.

Throughout the process, Dr Ali stressed the importance of changing participants’ mindsets, building a collaborative and trusting relationship between the public and private sectors, and developing capabilities. Finally, the two parties agreed that the NCP should be a comprehensive and pragmatic leadership development process based on four pedagogies: classroom-based, experiential learning, leadership coaching and project application.

IMD committed to deliver two programs. The first, a two-day program, targeted the governmental ministers and CEOs who would be sending talent to the NCP. It was an overview of the program designed to ensure buy-in and commitment to send participants. It was crucial that these stakeholders realized how the NCP would contribute to the national agenda and that it was a good initiative for their companies. It also served as a forum to test ideas for the NCP and to gather input on the key challenges facing Oman’s public and private sectors. This program focused on the major trends and changing geopolitical landscape, the key roles played by CEOs, and the skills needed to navigate multiple leadership transitions, manage personal challenges and ensure the success of the national agenda.

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**Classroom Based**

Drawing upon the latest research and learning methodologies to introduce new ideas in leadership and management, the classroom-based modules challenge participants’ thinking as a catalyst to explore fresh approaches toward leading and managing organizations.

**Experiential Learning**

Exposing different ways of thinking, leading and managing an organization. The program incorporates case studies, field visits, business simulations, and role plays that allow participants to engage with, reflect on and practice what they have learned.

**Leadership Coaching**

Shaping and driving change at a personal level, developing self-awareness, interpersonal and team leadership capabilities. The coaches challenge, support and encourage participants to experiment with new ways of leading and managing, therein maximizing the impact of their performance.

**Project Application**

Providing participants with the opportunity to work in groups on real-life projects of strategic importance to Oman’s private sector and economy.
The second program, the NCP, was an in-depth, multi-module program that would take place in Oman and at IMD, on its campuses in both Lausanne and Singapore, over a period of several months. During the six modules, ranging from one to two weeks, IMD proposed to: open participants up to a global perspective; take a closer look at Oman itself, its competitive situation and the structure of its leading industries; explore the fundamentals of running private-sector companies; and provide experiences to help participants learn more about themselves.

A fundamental part of the design included weaving strategic breakthrough projects throughout the program to help participants embed the theory learned in the classroom and contribute to Oman’s national agenda.

Dr Ali believed that ensuring an impartial and independent candidate selection process was fundamental to the success of this prestigious country-wide initiative. Therefore, IMD partnered with the program committee to shape the selection criteria. Many of the potential participants were from the same tribes as, or socialized with, members of the Advisory Committee. IMD therefore helped identify a trusted third-party to screen the applicants based on unbiased evaluations. Once the choice was narrowed down to 60 candidates, representatives from both the Diwan and IMD conducted in-depth interviews to reduce it to the final 30 or so candidates for each cohort. During the entire process, careful attention was paid to creating a diverse cohort in
terms of gender, regional, industry and company size representation. The program was greatly oversubscribed; during its three-year run, almost 2,700 potential candidates applied for the 100 available places.

“Arabs are very social and interestingly enough the people from the private and government sectors sometimes come from the same tribe, and from the same families, they socialize with each other but they don’t work with each other.”

Dr Ali Qassim Al-Lawati, Advisor for Studies and Research to the Diwan of Royal Court

A rigorous, transparent and fair process ensures that participants are selected on the basis of merit

Participants are selected based on their professional experience and leadership potential. This competitive, transparent and fair process involves an online application, testing, and rigorous face-to-face interviews.

1. **Online Application**
   Online applications are started by submitting a combination of personal and professional details.

2. **Resumé & Essay Screening**
   Qualified applicants submit a resumé, essay and a letter of sponsorship. These documents are assessed by independent consultants.

3. **Competency Assessment & Interviews**
   Shortlisted applicants are assessed on their current and potential leadership competencies.

4. **The Panel Interview**
   Short-listed applicants participate in a 30-minute panel interview conducted by four independent experts.

5. **Talent Review Session**
   Inputs from the competency-based and panel interviews guide the talent review discussion to identify the top 30-35 candidates for upcoming cohorts.

For more about Admission criteria see Appendix 3
For more about Program Stakeholders see Appendix 4
An IMD representative and the Diwan’s Director of the National Programs sat in on all the candidate interviews, evaluating what they had to say and helped choose the final participants for all three cohorts.

Michael Wade, Professor of Innovation and Strategy, Cisco Chair in Business Transformation

IMD’s engagement also included helping Dr Ali to manage the multiple stakeholders involved in the program. For example, it helped identify partners to administer the program as well as the breakthrough projects. The collaboration that started during the development phase continued during its implementation. The program was tweaked after each module as feedback from stakeholders was taken into account. IMD became such a trusted partner during the NCP journey that Professor Wade has been asked to be a member of the Advisory Committee for the next-generation program, run by IMD together with another provider, which will bring together participants from both the public and private sectors.

Hay Group for the selection process and PWC for administration. In addition, there were many Omani stakeholders, such as the Advisory Committee, the ICD, the program committee and others.

Michael Wade, Professor of Innovation and Strategy, Cisco Chair in Business Transformation

It was complex to manage the multiple stakeholders involved in the NCP. We were the main delivery partner but there were other partners involved as well, such as McKinsey Consulting for the strategic projects, the...
The NCP was an integrated three-step learning journey designed around four themes:

1. A toolkit to enhance performance
2. Thinking strategically
3. Assessing my organization
4. My journey as a leader

**STEP 1**
Set participants up for success

**STEP 2**
Live Program: In Oman & at IMD in Switzerland & Singapore

**STEP 3**
Embed impact for participants
The first module took place at IMD’s Lausanne campus and in the Swiss Alps. The classroom sessions focused on strategic thinking, business model innovation, the supply chain and customers. Participants visited Swiss companies, such as Nestlé and a local watchmaker, to experience a variety of business models.

Participants learned more about themselves by using personality tools as well as during the group exercises that took place outdoors in the Swiss Alps. They took part in various experiential exercises and debriefed their experiences both individually and in groups to truly understand their behavior and its impact on others.

“The NCP doesn’t just teach the theory like some of the other programs. The most important fact is that there are practitioners from different fields who come to learn and to share knowledge. I think that is the highest value-added of this program.”

Asma Hadi Ejadi, Oman Arab Bank

The pedagogical methods were a carefully chosen combination of:

- **Classroom sessions** to understand the theory of fundamental business areas
- **Visits to companies and research institutions** to expose participants to innovative business models and scientific research
- **Breakthrough projects** to embed theory through practical application and contribute to Oman’s national agenda
- **Experiential and individual leadership exercises** and coaching to improve participants’ self-awareness

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Finally, participants chose strategic breakthrough projects. They were asked to select an industry in which they were not experts so that all members of the team could contribute, thus learning by doing and applying the lessons learned across the multiple subject areas.

"First we gave an overview of the different industries, the project sponsors and their organizations. Then participants went around the room and wrote ideas on posters about potential projects in those industries in an open marketplace-type atmosphere. Finally, we asked them to self-select into groups based on their interest. The only criterion was that they had to choose an area in which they were NOT currently working. This helped to avoid any conflicts of interest as well as ensuring all could contribute."

Shawn Fedun, Project Manager
Participants worked on their breakthrough projects between modules and during the remaining five modules. They presented their projects to the NCP Advisory Committee – a group of senior leaders and executives from strategic industries such as banking, oil and investment – midway through the program and during the final module. Exposure to such high-profile ministers and officials motivated participants to present concrete projects related to Oman’s national agenda.

“We put the teams in front of unusual situations for which everybody is basically equally unprepared. And to be successful, you need to really work together, get the best out of everybody and jointly come up with solutions.”

Robert Hooijberg, Professor of Leadership

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- Role of the CEO
- Strategy
  - Business models
  - Operational strategy
- Leadership
- Offsite Visit
- Project Work
The second module, in Oman, focused on understanding innovation and value creation. Participants deepened their understanding of companies by delving into the details of financial statements, financial instruments, and mergers and acquisitions. They also explored innovation, entrepreneurship and breakthrough thinking in business.

The program moved to IMD’s Singapore campus for the third module. There, special attention was paid to leading in a global context. Participants learned about trends impacting business today: digital trends and their impact on business transformation, Asian business and economic trends, as well as global trends.
The fourth module, back in Oman, focused on marketing and change. It covered consumer insights, branding, advertising and promotion strategy. It also looked at organizational complexity and the benefits of simplification.

Module 5 brought participants back to Lausanne, where they again attended coaching sessions to continue their leadership journeys. They explored inspirational leadership, effective communication and revisited strategic thinking, decision making and problem solving through a different lens.

In the final module, back in Oman, participants reflected on how far they had come on their journey, testing their knowledge in a series of strategic, interactive exercises. They also learned about corporate governance. The NCP culminated when the groups presented their breakthrough projects to the Advisory Committee.
IMD and Dr Ali had agreed to adapt the structure as the program progressed. They debriefed what went well and what could be improved after each module and modified the program based on feedback from all stakeholders. After the first cohort, IMD took over the management of the breakthrough projects, added business advisory coaches to work on them with the groups and augmented the leadership content. The NCP became more experiential with each cohort. By the third cohort, which will finish in May 2018, participants visited more entrepreneurial companies and went to Estonia rather than Singapore because it was a similarly sized, highly innovative country. Another change, starting with the second cohort, was the addition of private-sector sponsors for the projects. Thus, to the already existing goals related to these projects – to embed the classroom learning through a real-world project and to help advance Oman’s national agenda – a third goal was added: To contribute to the sponsor’s strategic agenda.
After one full cycle, Dr Ali passed the operation of the NCP on to Dr Khamis Bin Saud Al-Tobi, Director General of the ICD. After the second module, Professor Arturo Bris, who had been teaching finance, Oman’s competitiveness and global trends, took over from Professor Wade as program director. As director of IMD’s World Competitiveness Center, Professor Bris has been in many discussions about Oman’s competitiveness with government officials, worked on a special report on the country’s competitiveness and conducted workshops to make sense of the results. His expertise and involvement made him a natural choice to direct the NCP.

“Taking over the NCP was a natural transition for me given my deep knowledge of the program and its structure. My objective as a new program director was to provide the participants with access to other IMD faculty members and to increase participants’ assessments throughout the program. We included a new module in Estonia where they really experienced what it means to change a country from within.”

Arturo Bris, Program Director, Director of IMD World Competitiveness Center, Professor of Finance

Partnering to evolve the NCP

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Breakthrough projects
- Managed by IMD
- Added business advisory coaches & private-sector sponsors

Content
- Augmented leadership

Management
- NCP Operations, Dr Khamis Bin Saud Al-Tobi, ICD

2015

2016

2017

Location of 6 modules
- Lausanne
- Oman
- Estonia

Breakthrough projects
- More innovative companies

Content
- More innovative companies

Management
- Program Director, Professor Arturo Bris, IMD
The aim of the NCP was to develop private-sector leaders with the mindset and capabilities to lead Oman’s diversification strategy, create a collaborative and trusting relationship between the public and private sectors, and foster a community of trusted private-sector leaders, thus contributing to the country’s national agenda.

Was it successful?

- 22% of participants moved into CEO roles
- 1/2 projects with implementation plans and live operations
- 3 companies have changed their strategy
- Establishment of true collaboration and support of the private sector by the public sector
- Increased recognition of the importance of diversifying the economy into the targeted sectors
This was an opportunity to develop a community of Omani private-sector leaders with the mindset, skills and capabilities to unlock Oman’s economic potential and so grow the five strategic sectors of the Sultanate – food, fisheries, logistics, mining and tourism. The NCP created a network of trusted and trusting relationships across sectors, size of organization, geographic regions and leadership/management disciplines.

Jon Morton, Director of the National Programs, Diwan of Royal Court

While the Diwan’s investment in its private-sector leaders was for the long-term, there have already been indications of its impact. Developing participants’ fundamental tools in finance, marketing and operations; exposing them to a variety of government ministers and CEOs; and improving their self-awareness has impacted their confidence in their abilities to tackle new challenges. Indeed, 22% of the alumni from the first two cohorts have moved to CEO roles.

Turning to the breakthrough projects, the application of learning to Oman’s strategic sectors has delivered implementation plans and live operations. Oman built the Port of Duqm as a maritime logistics hub, however, it did not have an independent energy source. One of the project groups proposed a liquid natural gas bunkering service to fill this gap. The project went live in late 2017. Furthermore, a mining project has attracted international investment.

In addition, three alumni have used what they learned in the NCP to significantly change their businesses:

"My expectations were met. I wanted to know where I stand personally, I wanted to know where my organization stands, I wanted to know where my nation is heading and what the global economy is heading toward and what can I do to contribute to all three elements? The NCP has certainly addressed all of these beyond my expectations. Hussam Technology Company was founded to be a technology system integrator and then due to the learnings we got out of the NCP we managed to diversify into new ventures in which we could leverage our strengths and now we also do renewable energy and that’s a completely new division that started after the NCP."

Firas Al Abduwani, Founder & CEO, Hussam Technology Company

The NCP also helped establish a networked community of private-sector leaders capable of bridging the gap between the economy’s strategic sectors. The network has helped speed up the development of talent across all Oman’s regions.

Furthermore, as the program progressed, there was increased collaboration between the private and public sectors and recognition of the essential role the private sector will contribute to both job and economic growth in Oman. Finally, the role of the public sector in supporting the private sector has also been acknowledged.

"I think the biggest impact this program made is the change in the mindset of the people. Sometimes we need intangible enablers to deliver tangible results."

Dr Ali Qassim Al-Lawati, Advisor for Studies and Research to the Diwan of Royal Court

The participants went through a big journey. One told me ‘you think the project is fisheries or oil and gas but that’s not the project. The project is me.’ Participants came out significantly different. They had never really had to get their hands dirty when analyzing problems. They learned to think in a much more rigorous, structured and in-depth manner. In addition, they came out with a deep understanding of the different functional areas – finance, marketing, strategy, operations and digital – and the cross-organizational knowledge base CEOs need.

Michael Wade, Professor of Innovation and Strategy, Cisco Chair in Business Transformation

If you look at the leadership styles throughout the project, we brought in all our strengths and weaknesses. This allowed me to evaluate and assess which style fit me, which did not, the positives and negatives of each and adapt my own style accordingly.

Baha Allawati, General Manager Carrier & Roaming Services, Oman Telecommunications
CONCLUDING REMARKS

CONTRIBUTING TO OMAN’S NATIONAL AGENDA

The Diwan’s partnership and collaboration with IMD has successfully boosted the skills of private-sector CEOs so they can make a marked contribution to Oman’s national agenda and shifting mindsets. The need to diversify is now well-recognized. Furthermore, delivering the NCP’s strategic projects has built trust in the government sector that the private sector can develop the capabilities to rise to the challenge. Finally, it has increased NCP alumni’s self-confidence, thereby enabling them to tackle the challenges of operating in the private sector at an international level.

Video: NCP overview and reactions →

“...This is an investment in human capital by the Diwan and is a once-in-a-lifetime opportunity. I also wanted that next leap in my career.”

Azhar Al-Barwani, Head of In-Country Value, Daleel Petroleum L.L.C

“...It was a great learning experience for me, who has been at a leadership position, and it completely gave me a new perspective on how global business can be nurtured and managed into a successful organization. The individuals and leaders with whom I interacted during this course has impacted me to be prepared to handle any situations and help me to keep moving forward in transforming the organizations I am or will be associated with.”

Faras Al Haj, Group Head of HR & Administration, Al Hassan Group of Companies

“...Oman was forward-looking enough to realize that it did not have enough private-sector talent and did something about it by bringing IMD and other trusted partners to address this gap.”

Michael Wade, Professor of Innovation and Strategy, Cisco Chair in Business Transformation
APPENDICES

APPENDIX 1 — IMD OVERVIEW

APPENDIX 2 — IMD’S APPROACH TO CUSTOM PROGRAMS

APPENDIX 3 — ADMISSION CRITERIA

APPENDIX 4 — PROGRAM STAKEHOLDERS


We are the experts in developing global leaders through high-impact executive education.

Why IMD?

We are 100% focused on real-world executive development

All IMD programs and services focus on real-world challenges faced by executives. We work with our clients – individuals, teams and organizations – to resolve their issues, build capabilities and prepare for the future.

We attract outstanding faculty members who combine thought leadership and practical experience. Run like a business, not only as an academic institution, we adopt a relentlessly problem-solving approach to create lasting value and impact.

We offer Swiss excellence with a global perspective

Based in Switzerland and also operating out of key locations worldwide including our Executive Learning Center in Singapore, IMD shares its host nation’s commitment to excellence while offering a unique global experience.

Consistently at the top of rankings, we are intellectually and culturally diverse with no single dominant nationality and no one world view.

We have a flexible, customized and effective approach

IMD is constantly innovating to give our clients the programs they need, where and how they need them.

Without the constraints of traditional university structures and academic processes, we are agile and responsive. Starting from our own pioneering approaches – such as action learning and blended learning – our programs are adapted to address each client’s individual challenges. Our only goal is to meet our clients’ needs as quickly, flexibly and effectively as possible.

IMD in numbers

8,900 executives from 98 countries come to IMD annually

120 global companies choose IMD for their customized programs each year

100,000+ alumni members from 140 countries

11,000+ board and c-suite members

34 nationalities represented in the IMD faculty and staff


#1 IMD’s worldwide rank in open programs, 2012–2017, Financial Times
APPENDIX 2 — IMD’S APPROACH TO CUSTOM PROGRAMS

IMD develops fully customized programs and works with clients in a co-creation process from program design through delivery:

**CONTEXT**

You gain a clear understanding of the objectives you want to achieve as an organization

You develop new insights on your business as we challenge your assumptions, reframe your perspectives and uncover new growth areas and blind spots. Together, we define what success should look like as we co-design your learning journey.

**CAPABILITIES**

You develop the capabilities of your people in areas critical to your future success

You empower your people to realize your organization’s ambition by developing their capabilities in areas such as strategy, innovation, leadership and change management. The top team cannot succeed alone. You energize and align your people around a shared commitment moving forward.

**TRANSFORMATION**

You build the case for change and a detailed action plan associated with key areas of choice

You explore and identify alternative directions in which leaders could take the business, and specific areas of choice moving forward. You build an aligned view of what it will take to be successful in the future and reshape your organization’s strategic, organizational and leadership agenda accordingly.

**IMPACT**

You create lasting impact as your organization sets out to lead and drive change

What you learned and created at IMD becomes ingrained deep into your organization. You embed new ways of working and foster an agile organizational culture ready to embrace the future. We allocate time, resources and processes to facilitate and track your implementation progress.
APPENDIX 3 — ADMISSION CRITERIA

Applications to the program will be evaluated through a transparent, rigorous and merit-based process managed by a reputed, world-class international human resource consulting firm.

In order to be eligible for the program, the applicant must meet the following pre-requisite criteria:

› Be an Omani national
› Hold an undergraduate degree or above from a reputable university
› Be a minimum of 27 years of age
› Have a minimum 8 years of overall managerial experience
› Employed at a small, medium, or large organisation from any business sector (including private, state owned)
› Candidates must hold roles such as:
   › Heads of organisations at small and medium enterprises
   › One or two levels below the heads of organisations at medium and large organisations
› Candidates must hold (or have held) the following responsibilities:
   › Roles that make a significant impact to the business results of the organisation and have financial management responsibilities
   › Leadership of core business or support or specialist and advisory functions
   › Management of teams
› Proficient in English (good spoken and written English is mandatory)
› Upholds high standards of integrity and professional ethics

The above criteria are applicable for the initial intake into the program. Shortlisted candidates will undergo two additional rounds of in-depth assessments before being selected for the National CEO Program.

Support and sponsorship from the applicant’s company

Applicants must obtain the support of their CEO or Chairman to participate. The CEO/Chairman needs to endorse the applicant’s suitability for the program; approve time away from work to attend the six classroom-based modules; and attend program events provided specifically for the participants’ employers.

Time commitment

The program requires a considerable time commitment over the course of one-year. Participants will be required to attend a total of seven weeks of the program (equivalent to 36 days) over a period of several months, including four weeks of international travel. Participants are also expected to complete preparation and project work between the modules.

Program fees

Applying to the National CEO Program is free. The Diwan of Royal Court will sponsor the program in full, which includes all academic fees, learning, facilitation, administration, accommodation and travel costs only for out-of-country modules.
APPENDIX 4 — PROGRAM STAKEHOLDERS

Dr Ali Qassim Al-Lawati
Advisor for Studies and Research to the Diwan of Royal Court

Dr Khamis Bin Saud Al-Tobi
Director General of the ICD

Arturo Bris
Program Director, Director of IMD World Competitiveness Center, Professor of Finance

Robert Hooijberg
IMD Professor of Leadership

Michael Wade
IMD Professor of Innovation and Strategy, Cisco Chair in Business Transformation

Goran Folkesson
Director of IMD Partnership Programs