



البرنامج الوطني للرؤساء التنفيذيين  
THE NATIONAL CEO PROGRAM

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شراكة

تتبع العمل للتفكير بين القطاعين الحكومي والخاص

Program sponsor

المعهد  
Institute of Capability Development




Program leader

IMD  
REAL WORLD, REAL LEARNING

Knowledge partner


McKinsey&Company  
McKinsey Leadership Development

Impact partner



“...THE PRIVATE SECTOR IS ONE OF THE BASIC PILLARS OF DEVELOPMENT, BOTH IN THE ECONOMIC CONCEPT WHICH REPRESENTS COMMERCE, INDUSTRY, AGRICULTURE, TOURISM, FINANCE AND THE ECONOMY IN GENERAL, AS WELL AS THE SOCIAL CONCEPT WHICH DENOTES HUMAN RESOURCES DEVELOPMENT, TRAINING, THE UPGRADING OF SCIENTIFIC AND PRACTICAL SKILLS...”

**His Majesty Sultan Qaboos Bin Said**  
Council of Oman, 2012



The National CEO Program is a visible demonstration of the importance and value that the Sultanate assigns to the private sector's role in the future performance of Oman's economy.

Oman has an exciting future and, as it grows, the private sector will increasingly contribute to fulfilling the country's economic and social vision. In fast-growing economies, the shortage of executive talent can be an obstacle to realising the country's full potential. The critical challenge is to access, develop, and mobilise the skills of talented business people so they may harness the country's diverse resources and create a sustainable economic future.

The Program is highly exclusive – it capitalises on the expertise of two world-class institutional partners, as well as the latest thinking, research, and learning methodologies, to offer a multi-dimensional and enriching experience. Participants will be empowered to face the challenges of the contemporary marketplace and embrace the opportunities that Oman's economy will offer in the next phase of its growth and development.

# Welcome message



In keeping with the noble vision of His Majesty Sultan Qaboos Bin Said – may Allah protect him – towards the development of Oman’s private sector through strengthening and empowering its partnership with the public sector, His Majesty’s directions have led to the formation of the Public-Private Partnership Committee.

**H.E. Dr Ali Qassim Jawad Al-Lawati**

Advisor for Studies and Research to the Diwan of Royal Court

The Committee is tasked with promoting sustainable growth through partnership, working towards capitalising on opportunities for collaboration and overcoming joint challenges. This partnership has resulted in a number of strategic initiatives, one of which is the launch of the National CEO Program which will equip leaders with the right skills and capabilities to empower the private sector and lead Oman towards increased competitiveness and growth at regional, national and international levels.

The National CEO Program aspires to develop a community of world-class Omani private sector leaders and enable them to respond to current and future opportunities and changes at the national, regional and global levels.

The program has been designed through strategic partnerships with IMD (International Institute for Management Development) in Switzerland, one of the world’s premier business schools, and McKinsey & Company, a leading global management consulting firm, as to combine both academic and practical learning with the aim of strengthening Omani leadership with skills required of a world-class CEO.

The program aims to contribute to the overall growth and progress of the Sultanate’s social and economic development across multiple sectors of the economy through a capable private sector leadership that is equipped with the relevant skill-sets, capabilities and a unified vision towards the common achievement of our nation’s national development.

# Our vision

## Building world-class Omani CEOs

### Strategic objectives

#### Leading Nation

Building a pipeline of future Omani CEOs to unlock the competitive and sustainable strength of the Sultanate's private sector

#### Leading Organisation

Developing leadership capabilities to drive cross-sector transformational growth and performance

#### Leading Self

Delivering personal leadership learning to inspire future generations

# Program overview

Investing in private sector leadership has been proven to have substantial impact at both the organisational and national levels, making private sector leaders a catalyst for transformational change.

The National CEO Program is a highly specialised leadership development initiative that is offered with two world-class educational organisations. Recognising that companies succeed through individual initiatives and organisational excellence, the program is designed specifically for current and future Omani CEOs who are in a position to review, reflect on, and make breakthroughs in both of these areas.

The program enhances participants' leadership skills by helping them broaden their business knowledge and acquire strategic capability in both the Sultanate and the global business context. It will provide them with the insights and opportunity to reflect on their leadership challenges with the aim to transform and enhance their leadership impact.

This initiative is a first of its kind in the Sultanate, in which it aims at investing in high-potential senior-level individuals in leadership positions in an effort to unlock economic growth. The National CEO Program will provide an immersive learning experience – one that empowers senior executives to emerge as visionary leaders.

# The learning journey

The National CEO Program is an exciting year-long journey comprising six residential modules that blend theory with practice-based experience. Three modules will be conducted in Oman, two at IMD's campus in Switzerland, and one in Singapore. The program involves four key methodologies: modular and experiential learning, coaching, and practical project application.

## Selection

Participants for the National CEO Program will be selected based on their professional experience and leadership potential. They will undergo a rigorous, transparent, and fair process, which will involve an online application combined with face-to-face interviews.

## Learning

IMD is the program's academic partner. IMD has worked closely with the PPP initiative to develop a comprehensive learning process. Each module will provide theoretical input (new ideas, tools, and techniques), small group and individual activities.

All learning elements will be highly interactive, encouraging participants to explore their challenges, opportunities, and ideas. The modules will allow space for participants to experiment with different ways of thinking and doing.

## Coaching

Coaching is a key element of the program and is designed to shape and drive change at a personal level. It will help participants develop their self-awareness, interpersonal and team leadership capabilities.

Each participant will be assigned an experienced IMD coach who will work with them both individually and in small groups. The coaches will challenge, support and encourage participants to embark on a journey of discovery and positive change to maximise their performance.

## Applying

The strategic application components of the program have been developed by the Public Private Partnership (PPP) initiative and will be facilitated by consultants from McKinsey & Company – these promise to be thought-provoking and challenging. Prime focus will be a range of opportunities and challenges that will help drive the future growth of Oman's private sector.

They will also form the basis of the program's integrative project work. Each project will be related to strategically critical issues concerning Oman's future. Some will be sector-specific, others infrastructure-related, and some culturally significant.

# Program framework

Module <b>1</b>	Module <b>2</b>	Module <b>3</b>	Module <b>4</b>	Module <b>5</b>	Module <b>6</b>
<b>Strategy and leadership</b>	<b>Understanding innovation and value creation</b>	<b>Leading in a global context</b>	<b>Marketing and change</b>	<b>Inspirational leadership</b>	<b>Competing for the future</b>
Switzerland: 10 days	Oman: 5 days	Singapore: 4 days	Oman: 5 days	Switzerland: 4 days	Oman: 5 days
		Oman: 1 day		Oman: 1 day	

## Module 1

### Strategy and leadership

The program will kick off with focus on both strategy and leadership, with the aim to develop the participants' skills and knowledge to think and act strategically. They will also undergo a leadership immersion workshop in the Swiss Mountains where they will work with coaches to understand and refine their personal leadership knowledge and skills.

## Module 2

### Understanding innovation and value creation

This module will cover two topics. First, it will build the strategic financial acumen of participants, equipping them with the tools to make well informed financial decisions and to understand the financial trends that will affect future competitiveness in the Middle East and across the world. Secondly the module will look at the role of innovation, entrepreneurship, and breakthrough thinking in business

## Module 3

### Leading in a global context

Focus during this module will be on how to become a global leader. It will look at cross-cultural management and explore the skills required to lead in a multi-national setting, while also exploring trends within emerging Asian markets and Singapore's success as a city-state. Participants will look at digital technologies and trends that are reshaping the business world globally.

## Module 4

### Marketing and change

This module will focus on different aspects of marketing, including consumer insight, branding, advertising and promotional strategy. It will also examine important elements of leading change and organisational complexity.

## Module 5

### Inspirational leadership

During the fifth module, participants will continue to work with their coaches throughout their leadership journeys. The module will also focus on strategic communications and strategic decision-making.

## Module 6

### Competing for the future

During the final module, we will review the participant's journey from manager to leader. Focus will also be placed on board composition and management. Time will also be allocated to refining the implementation phase of the strategic projects.



# Our partners

## شراكة

فريق العمل للشراكة بين القطاعين الحكومي و الخاص

Program sponsor

The PPP Committee was launched in April 2013. It has several notable objectives, including: Enhancing co-operation between the public and private sector, identifying opportunities for collaboration, supporting the employment and capability development of Omani Nationals, as well as working towards regional diversification and development.

The PPP Committee includes six ministers and six members from the private sector that are selected in rotation from among 30 representatives of the private sector including business owners who have been chosen by a wider private sector group.



Program leader

The Institute for Capability Development (ICD) delivers 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.

The ICD partners with 'best-in-class' local, regional and international research and educational institutions and individuals in the achievement of this vision.



Knowledge partner

IMD is one of the world's premier business and management institutions, based in Lausanne, Switzerland. IMD's industrial heritage sets it apart from the other leading business schools, which are all university-affiliated. IMD is fully focused on Executive Education.

IMD has consistently been ranked No.1 in the world in executive education by the Financial Times and other ranking organisations between 2008 and 2014. There are no academic departments at IMD – just one integrated multi-disciplinary faculty.

## McKinsey & Company

McKinsey Leadership Development

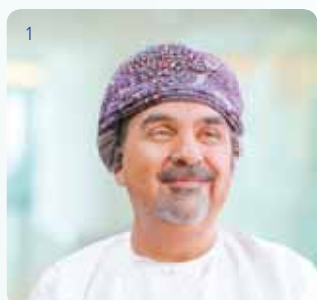
Impact partner

McKinsey & Company is a global management consulting firm that serves leading businesses, governments, non-governmental organisations, and not-for-profits. McKinsey consultants help clients make lasting improvements to their performance and realise their most important goals.

McKinsey was founded in 1926 by James McKinsey. It is a global firm, comprising more than 9,000 consultants and nearly 2,000 research and information professionals. The Firm's consultants have offices in more than 60 countries, speak more than 120 languages, and represent over 100 nationalities.

# Advisory Committee

The Advisory Committee is committed to supporting the National CEO Program realise its vision of building a community of world-class CEOs in the Sultanate. The Committee brings together distinguished senior leaders and executives representing strategic industries across the private sector, united by their passion for the sector's national and global growth.



- 1 H.E. Dr Ali Qassim Al-Lawati**  
Advisor for Studies and Research to the Diwan of Royal Court
- 2 H.E. Abdulsalam Mohammed Al-Murshidi**  
CEO of State General Reserve Fund (SGRF)
- 3 Mr. AbdulRazzaq Ali Issa – Banking sector**  
CEO of Bank Muscat
- 4 Eng. Isam Saoud Al Zadjali – Oil & Gas sector**  
CEO of Oman Oil Company SAOC
- 5 Dr Amer Awad Al-Rawas**  
CEO of Tasneea Oil & Gas Technology Group
- 6 Eng. Khamis Mubarak Al Kiyumi – Real Estate sector**  
Vice Chairman and Managing Director of Al Madina Investment
- 7 Mr. Hani Mohammed Al Zubair – Family business**  
Executive Director of Zubair Corporation and Chairman of Zubair Automotive Group
- 8 Ms. Sahar Saad Al Kaabi – Women SME**  
Chairwoman of Sadaf Gallery

## The National CEO Program

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