

Higher Education Forum (HEF) 2018

کے نتیجے میں

@4IR : Waqf Revival

Royale Chulan, Kuala Lumpur
22 - 23 February 2018

Mile Approach for Talent Development

Dr. Mohamed M. Mahmoud (3M)

Mile, Madinah

40 Years Academic & Corporate Training

20 Academic



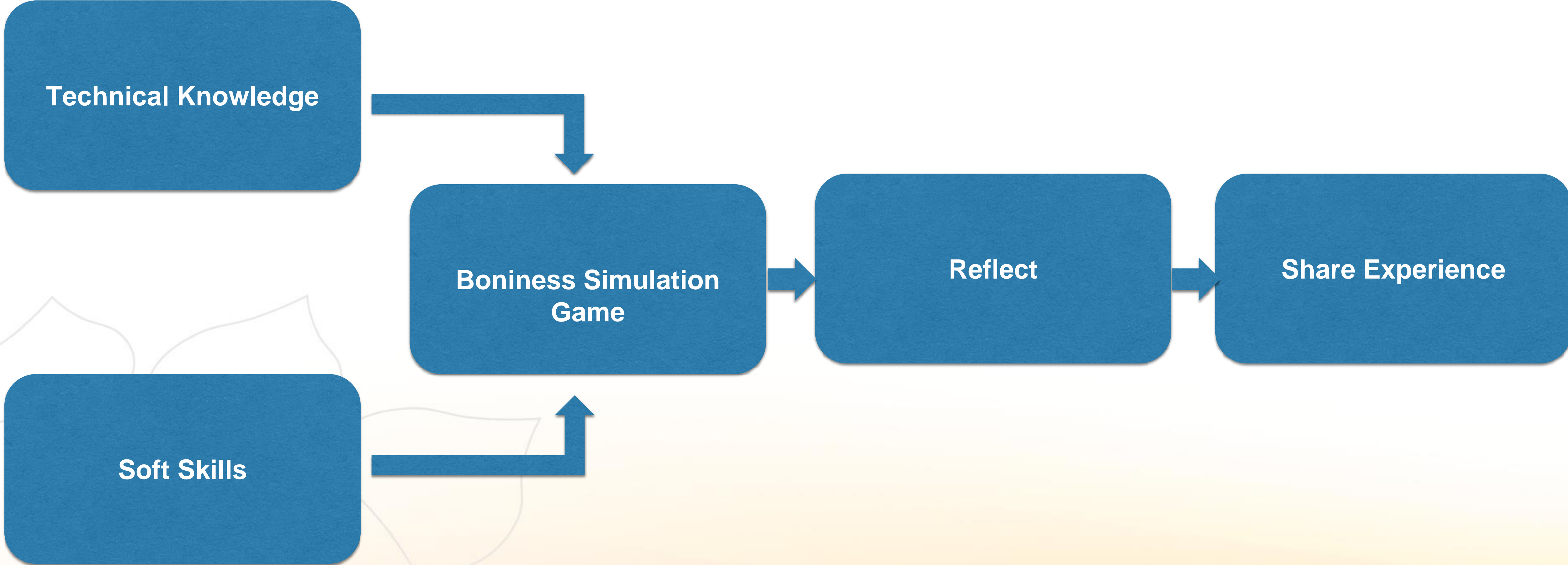
20 Corporate



20 Academic

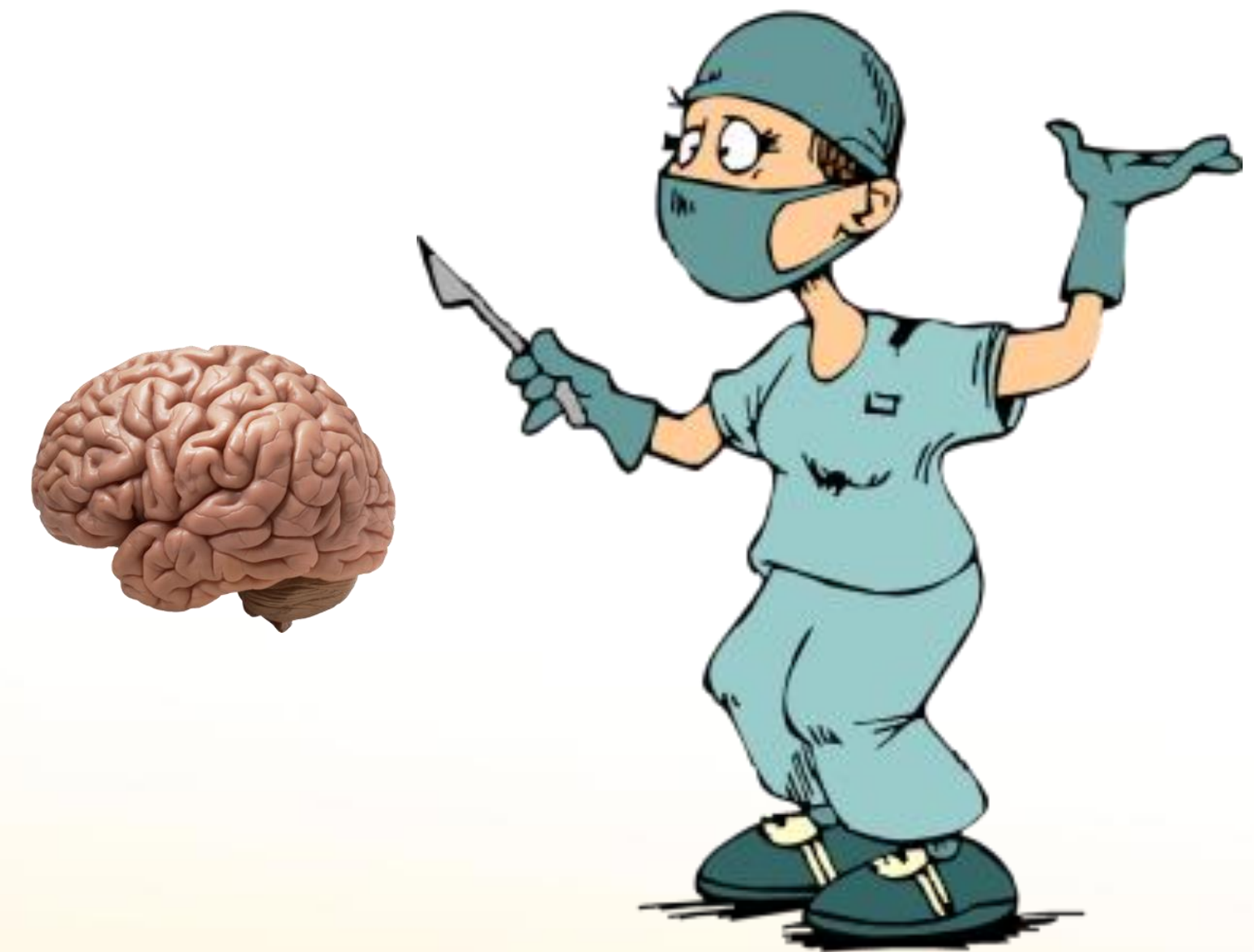


Learning-Practice Cycle



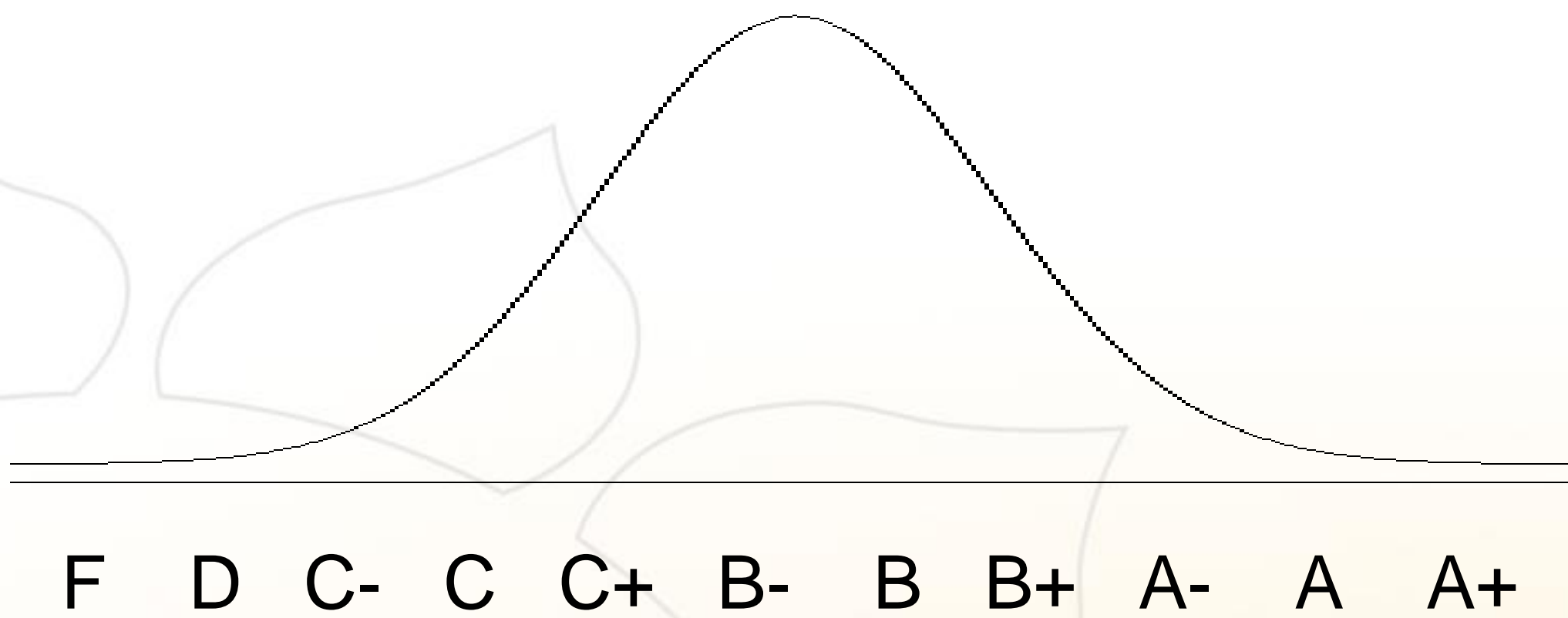
Relentless Pursuit of Excellence

Would you trust a brain surgeon who passed his board exam with 89%?



I would not even trust a plumber who passed his vocational exam with 89%?

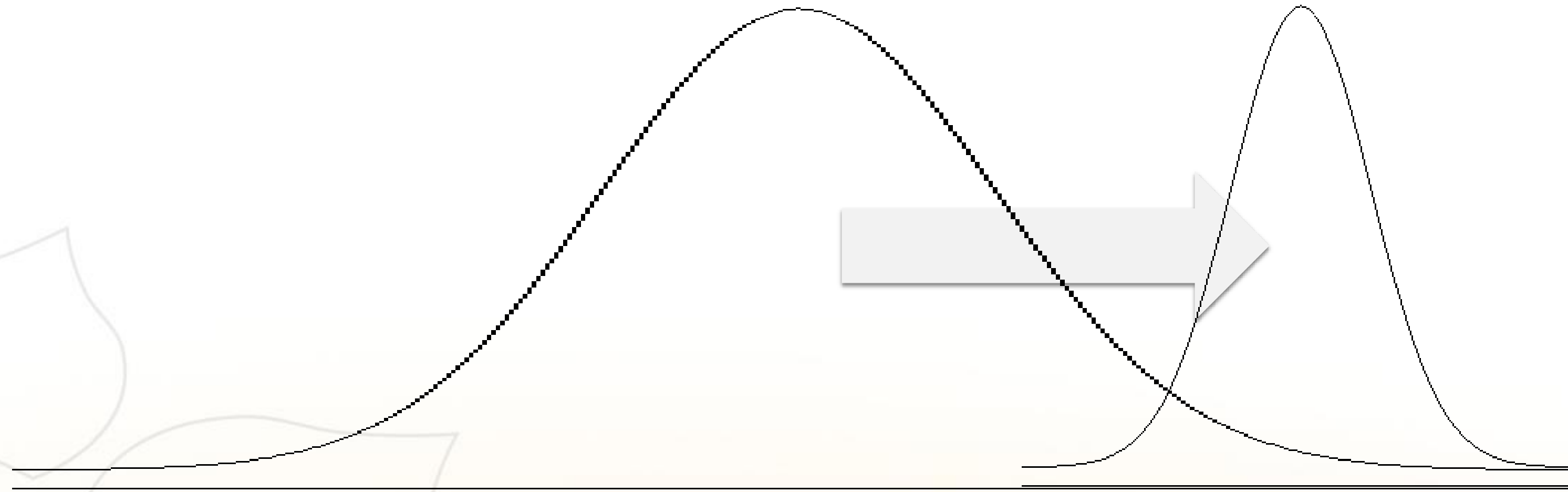
Why we use the normal curve to decide on students exam grades?



Why there is always one top of the class?



Collapsing and shifting the curve



Compete against yourself



Learner decides when to stop?

20 Corporate



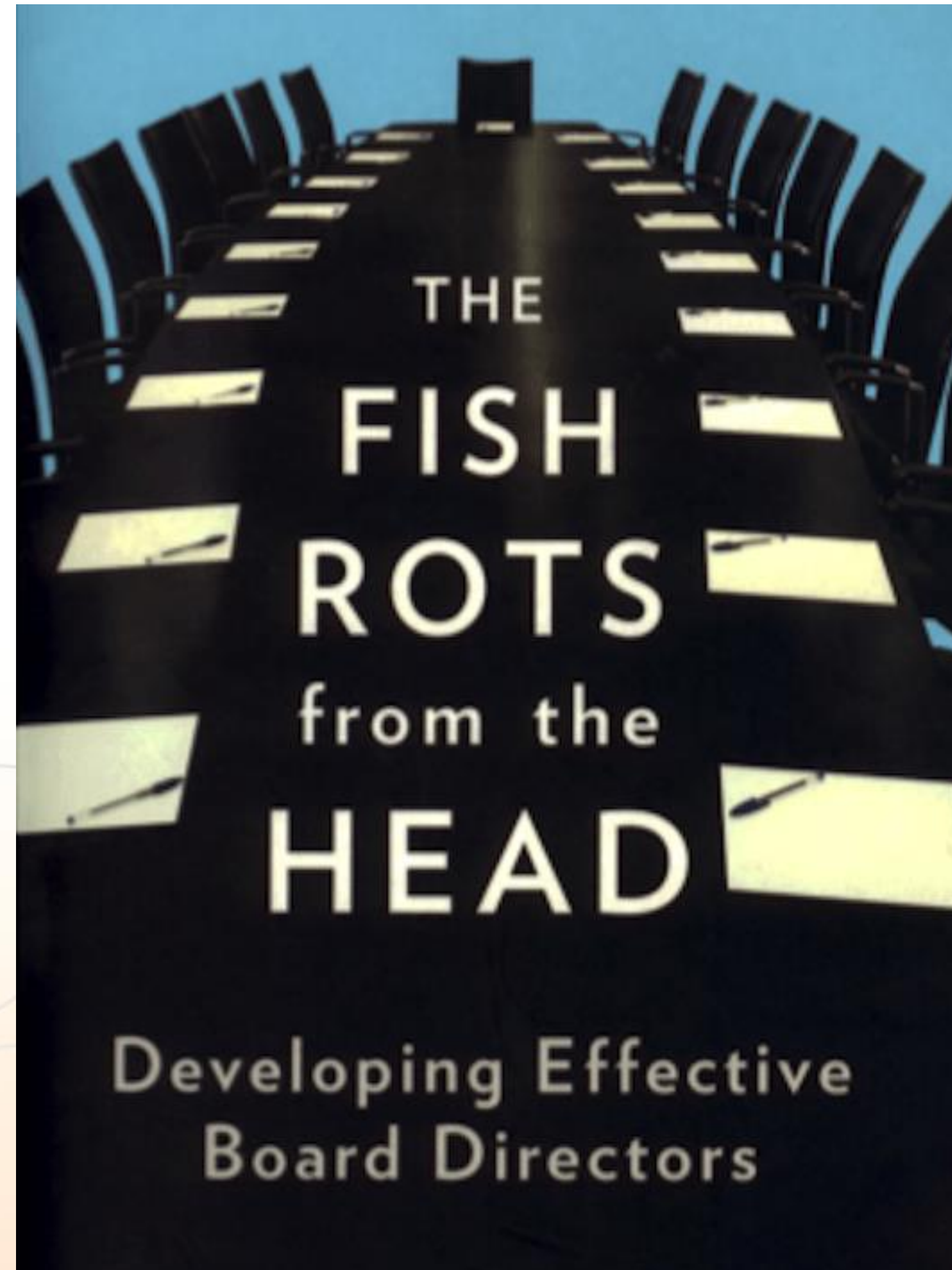
اللهم اني اعوذ بك من علم لا ينفع

O Allah, I seek refuge in you from the knowledge that does not benefit

Just-in-case
education

Just-in-time
education

Strat at the top



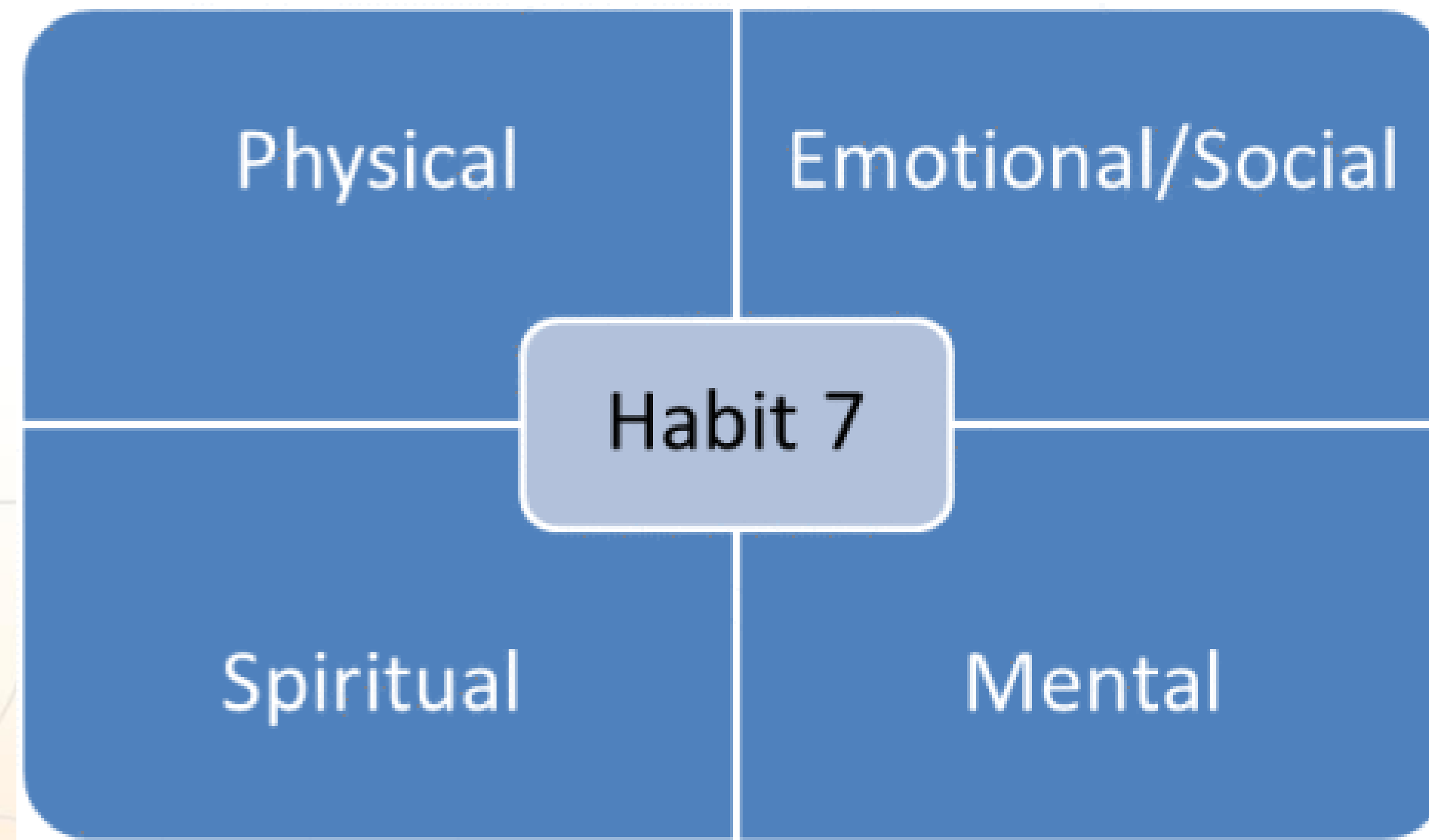
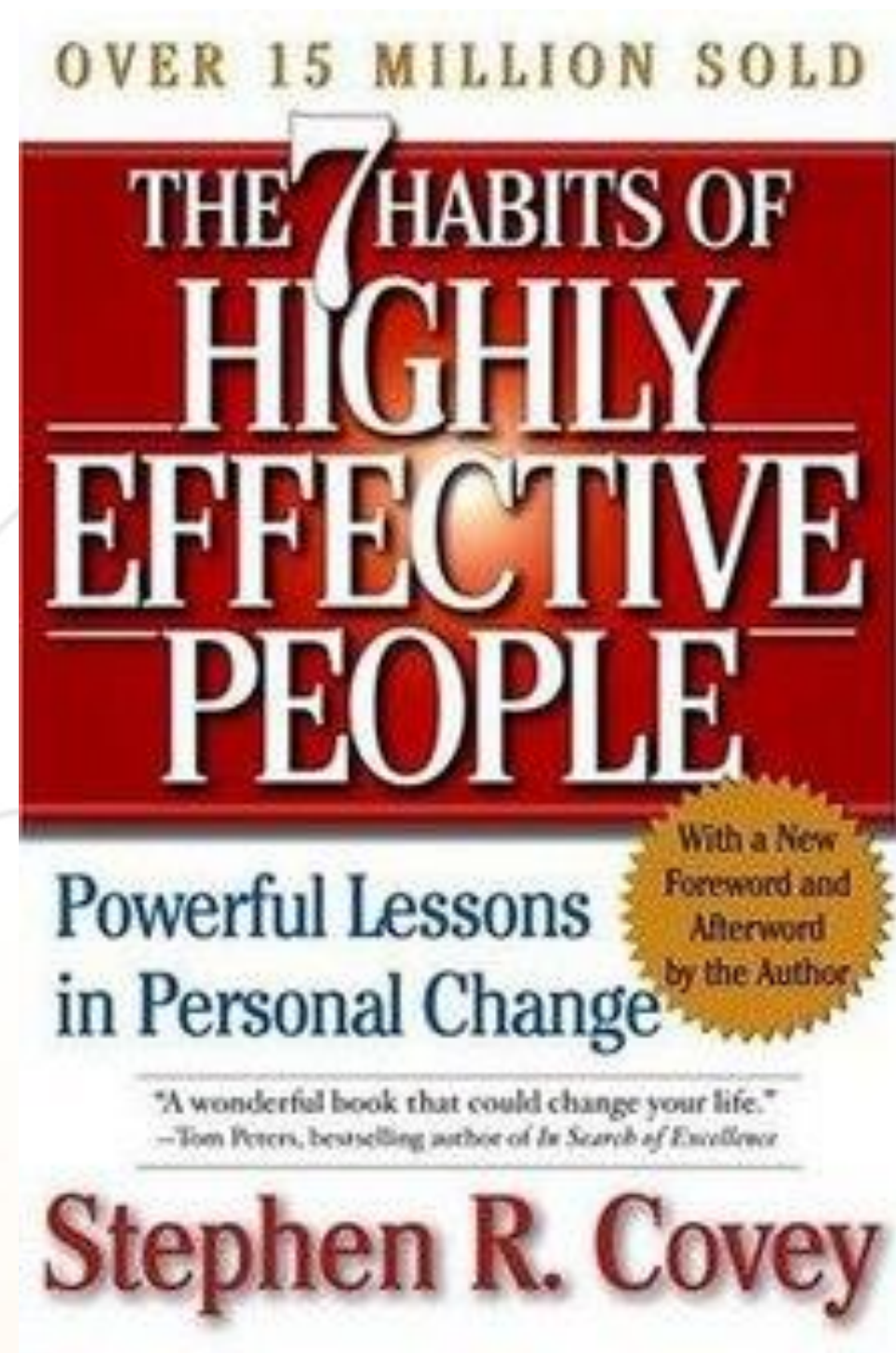
Be Selective

إِنَّمَا النَّاسُ كَالْإِبِلِ الْمِائَةِ لَا تَكَادُ تَجِدُ فِيهَا رَاحِلَةً



Daring to Live Fully

Live the Length and Width of Your Life



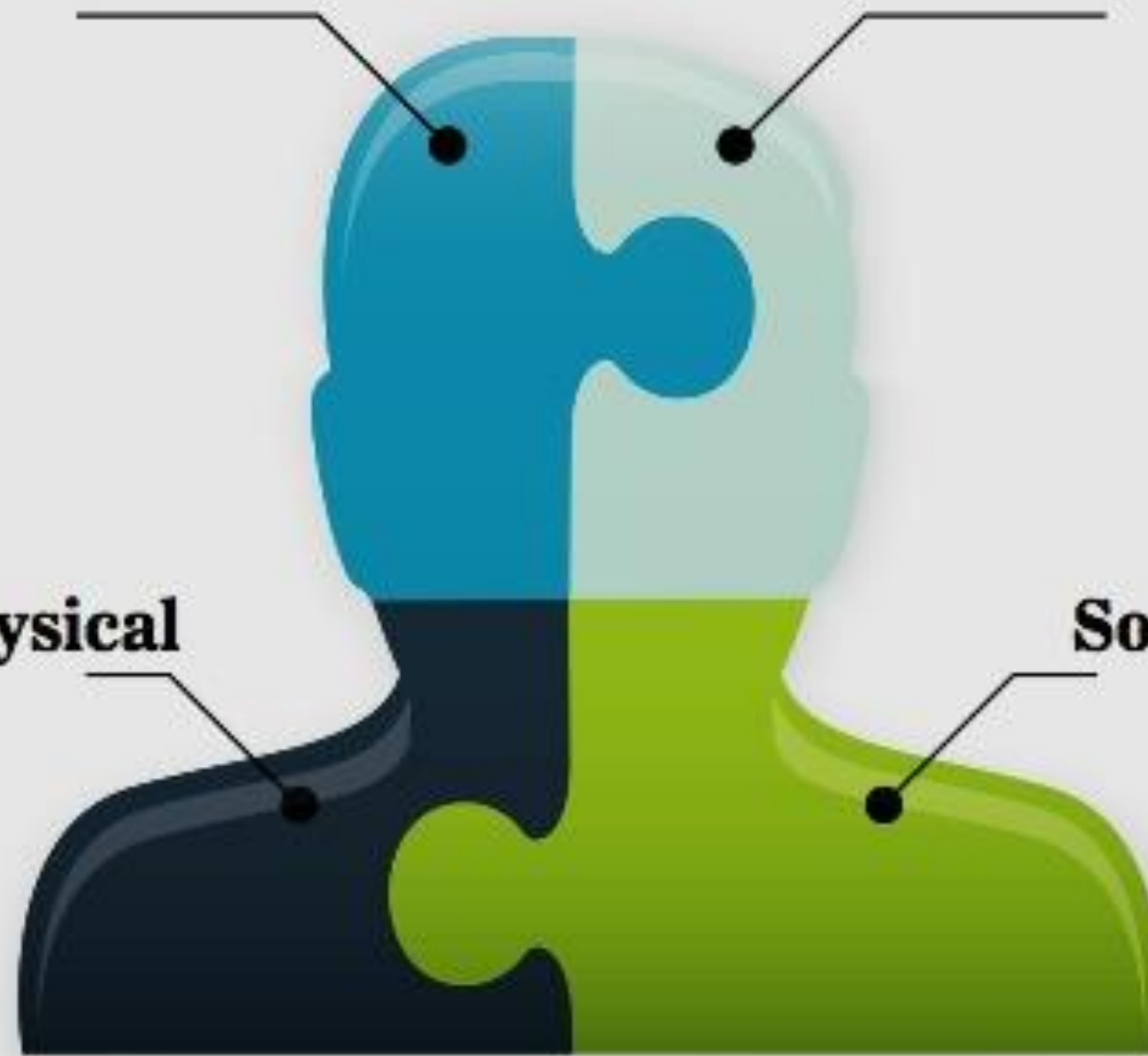


Mental

Spiritual

Physical

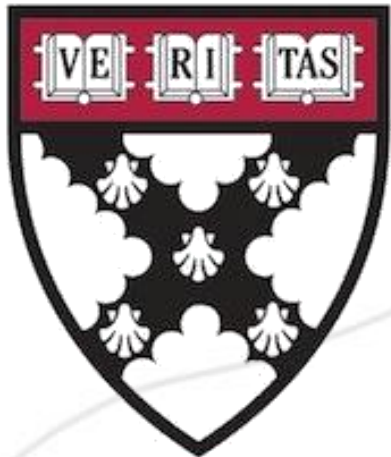
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UNIVERSITY
School of Management



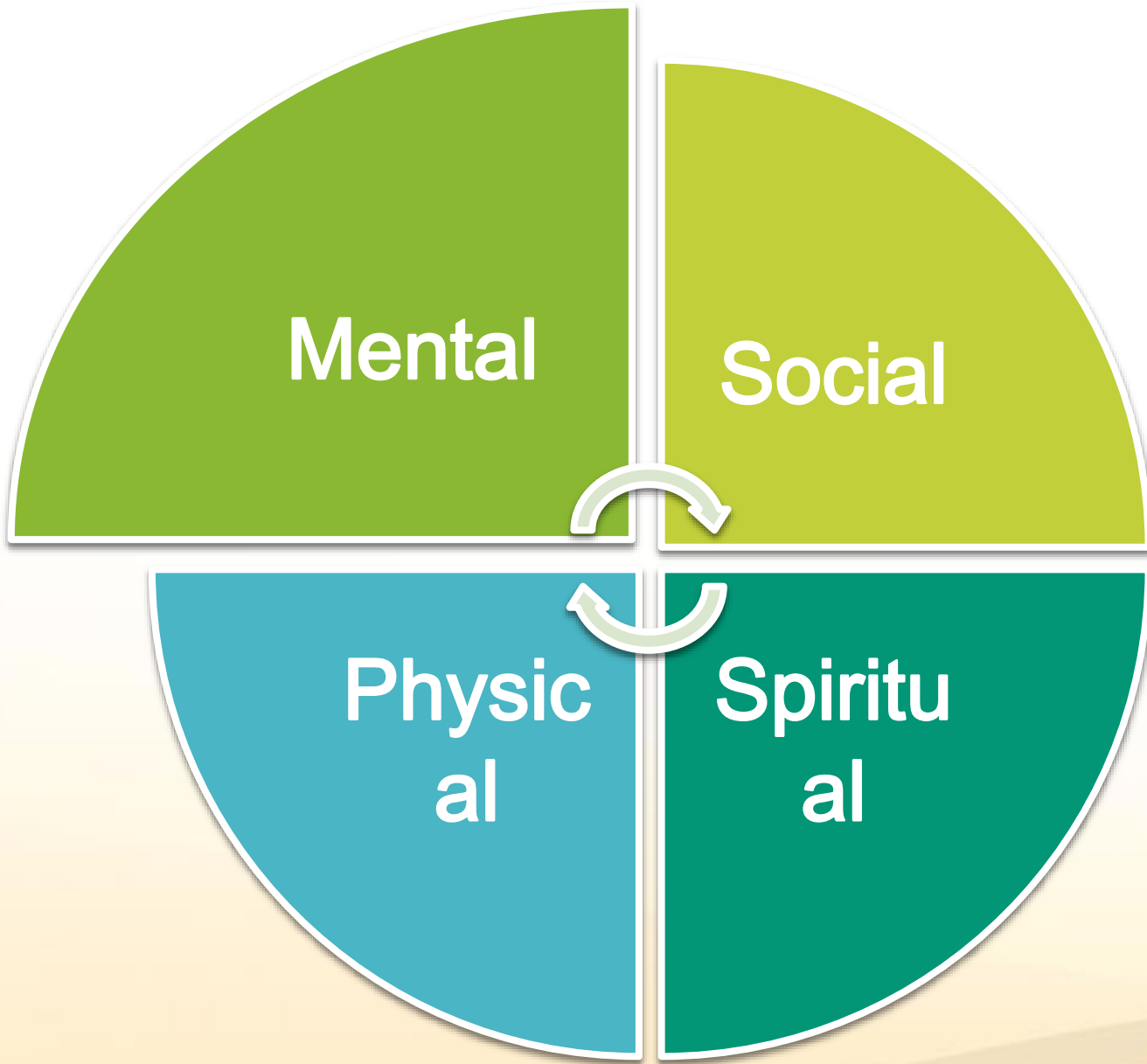
THUNDERBIRD
SCHOOL OF GLOBAL MANAGEMENT



STANFORD
GRADUATE SCHOOL
OF BUSINESS



UNIVERSITY OF
OXFORD



Top Minds

Dr. Waleed Hegazy



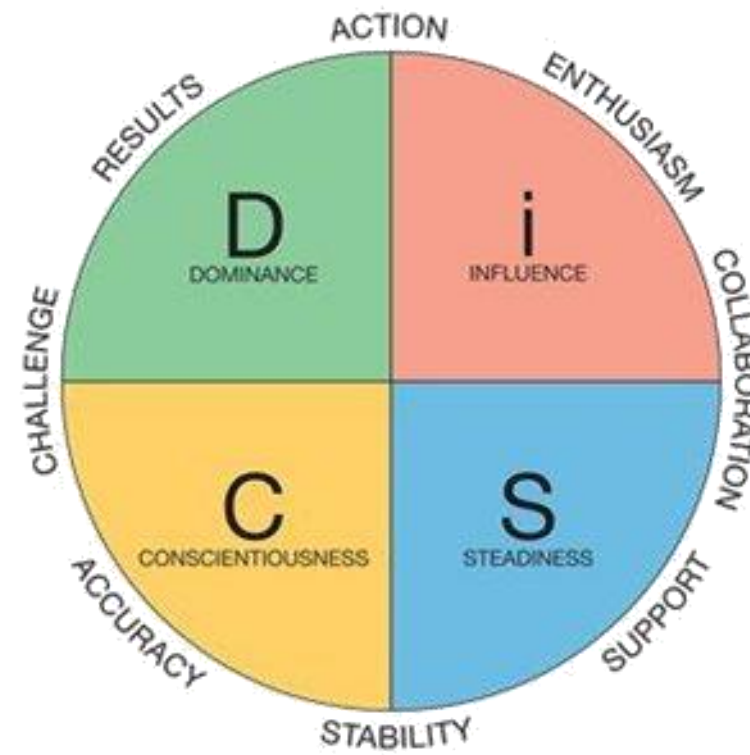
Prof. Philip Moscoso



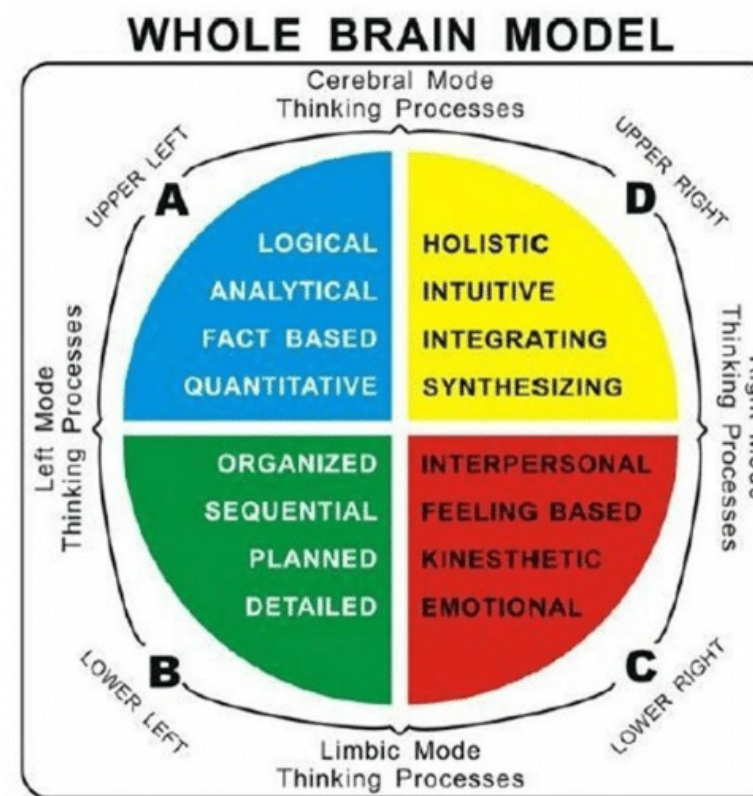
UNIVERSITY OF
TORONTO



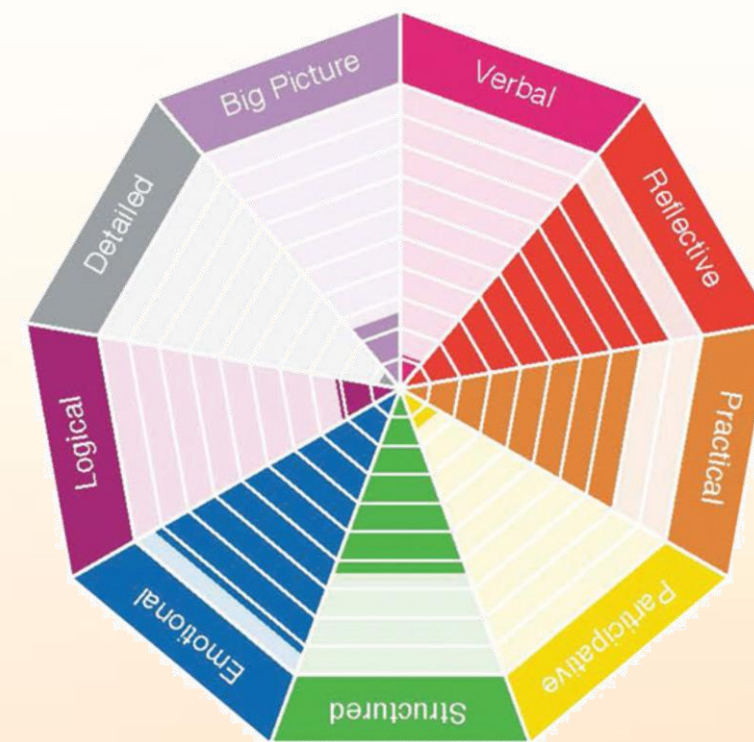
Psychometric Assessments



DISC Assessment



HBDI Assessment



Learning Styles Assessment

	NF Valuing Manifesting universal values and valuing people	Possible				NT Visioning Putting people with ideas to an optimistic future	
Personal	ENFJ Teacher Smooth talking charmer, very inspiring & motivational. Other people are drawn to them. Great speakers. Very relationship oriented. Use charisma to motivate groups.	INFJ Counselor Works to enlighten others to achieve great things. Great sense of humor, sensitive. Service orientated. Other professions or other professions in a religious order.	INTJ Mastermind If they see they are going to do something, they do it. Likely to be successful leaders, scientists. Believe everything has room for improvement. Superior planners and organizers of careers.	ENTJ Field Marshall Very confident, logical. Likes to be in charge. Very competitive, self-motivated. Likes to see things done right.			
	ENFP Champion Second only to ENFJs for fun. They have their own confidence and charisma. Very enthusiastic and creative. Other teachers, artists, writers. Great need for diversity and change.	INFP Healer None seems to bring society. Other than ENFJs, they try to solve long term problems. Other professions or careers. Start to save the world and happiness.	INTP Architect Detailed analysis of problems to be solved. Other professions, scientists. Most about of types. Critical thinkers.	ENTP Inventor Want one sector challenge after another. Love to generate ideas. Good at analysis, consider alternatives. Full of energy and ideas. Other involved in coming up with systems, analysis, design.			
	ESFP Performer Number one in fun and enthusiasm. Always have ENFJs to your party. The most generous of all types. Warm, friendly, alert people. Excellent at customer service.	ISFP Composer Quietly harmonized with world. Very sensitive, benevolent. Inclined to work with people in need. Works to solve problems of the oppressed such as homeless, starving hunger.	ISTP Operator Ready to try anything once. Focused with the top of his head. Good imagination on the fly and the ability they offer. Inclined toward mechanical devices, car like apart & assemble, pushing.	ESTP Promoter Enthusiasm, action. Never let them see you when using their. Good imagination on the fly and the ability they offer. Excellent promotional & entrepreneurial capabilities. Someone else follows through.			
	ESFJ Provider Heals & fulfills. Directed need of the type makes them beautiful at mentoring, coordinating. May be teachers, nurses. Very conscious of appearance, straightforward.	ISFJ Protector A high sense of duty. Supports family tradition. Often found in essential helping professions including nursing, elementary education, etc.	ISTJ Inspector One of the most practical. Masters at compiling practical details and making things work. Get it done people. Quality orientated. Goal based & organized, often reliable.	ESTJ Supervisor Administrative, action, direct or strength in community. Lead people, politicians, managers. Other promoted to management positions. Dependable, consistent, straightforward.			
	SF Relating Including and building trustworthiness	Present				ST Directing Action from a strategic perspective	
		Logical					

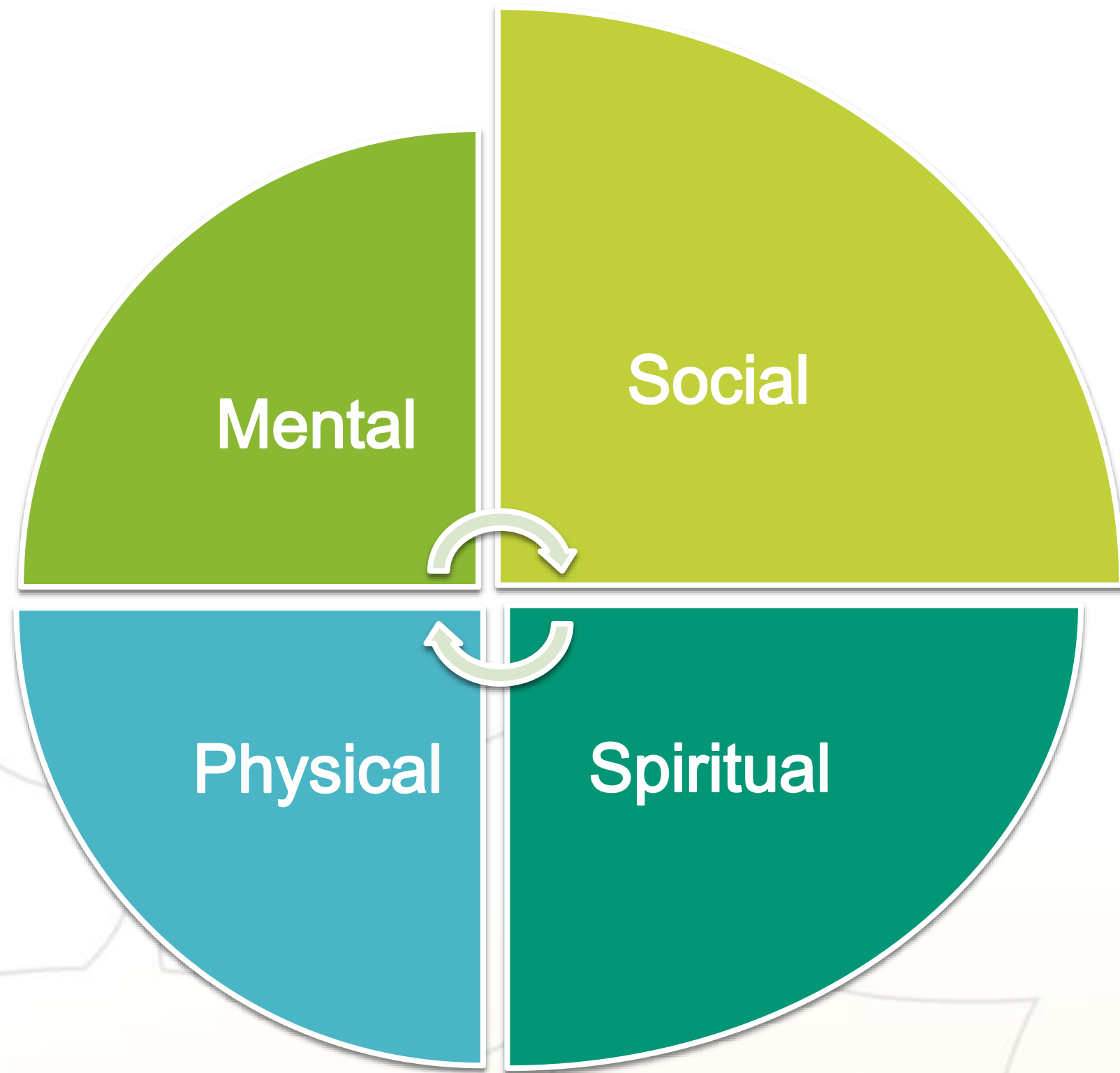
MBTI Assessment

Executive Coaching Sessions



Knowctivation

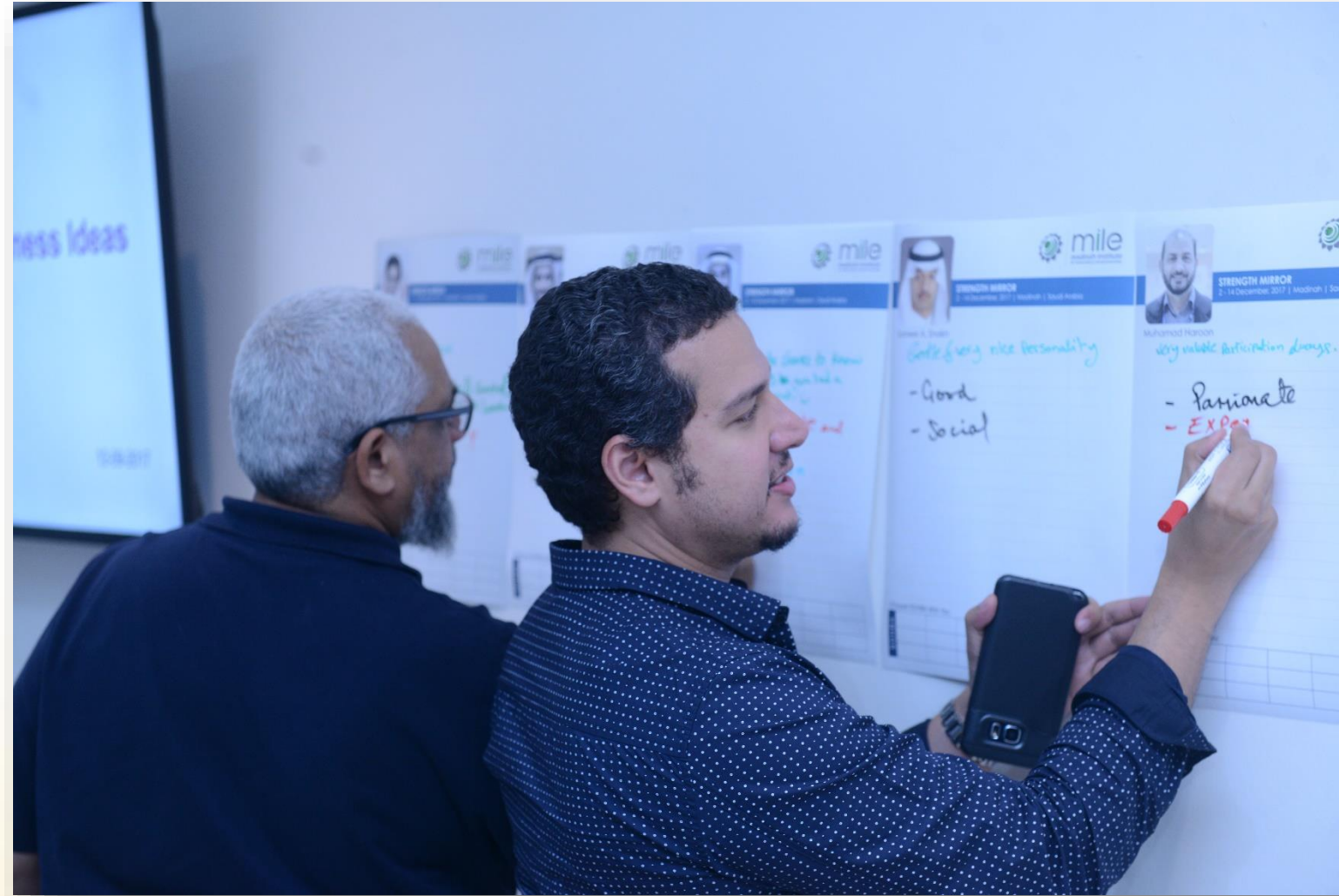




Networking

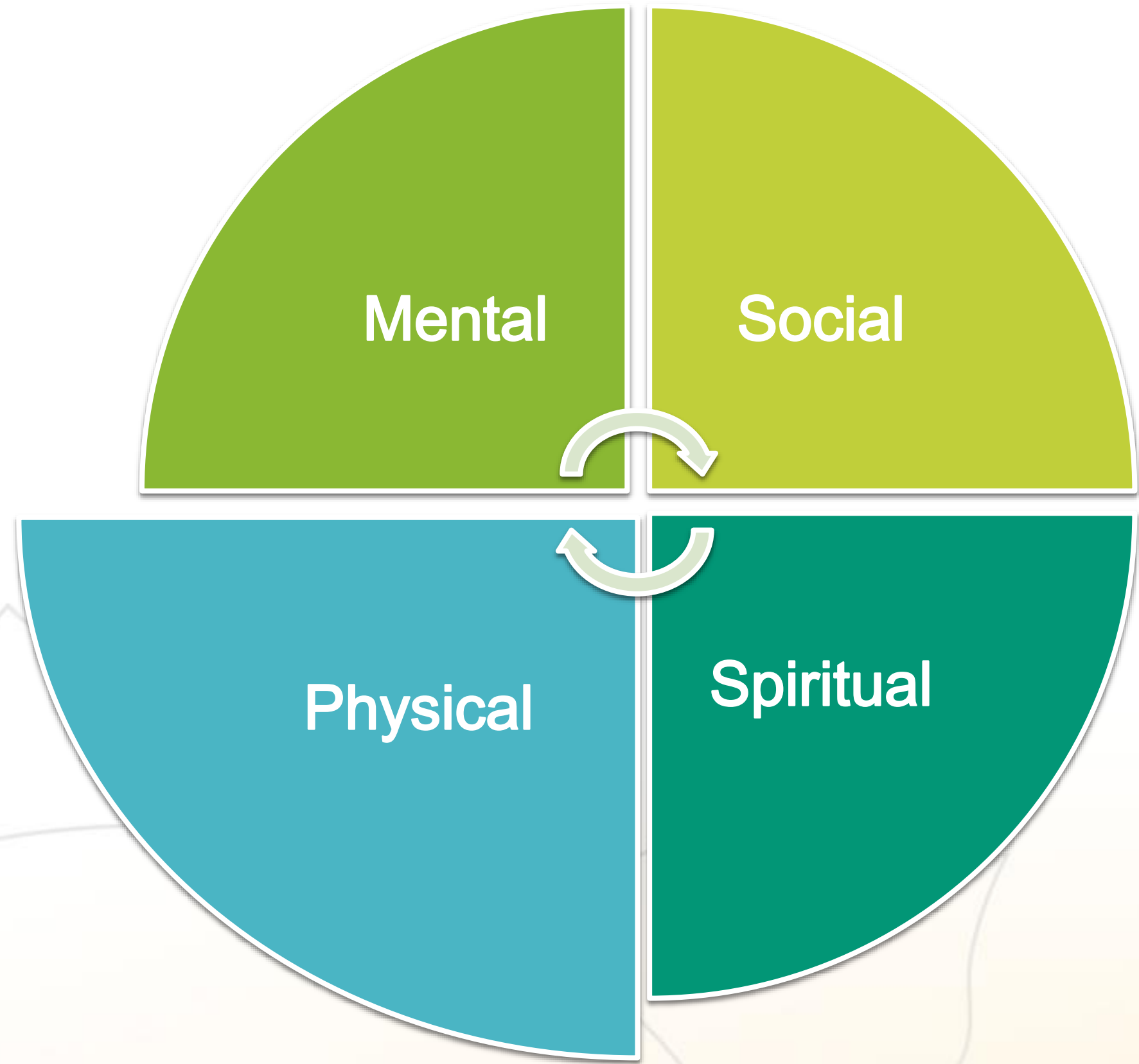


Strength Mirror



Sohba





Morning Exercise



Medical Checkup



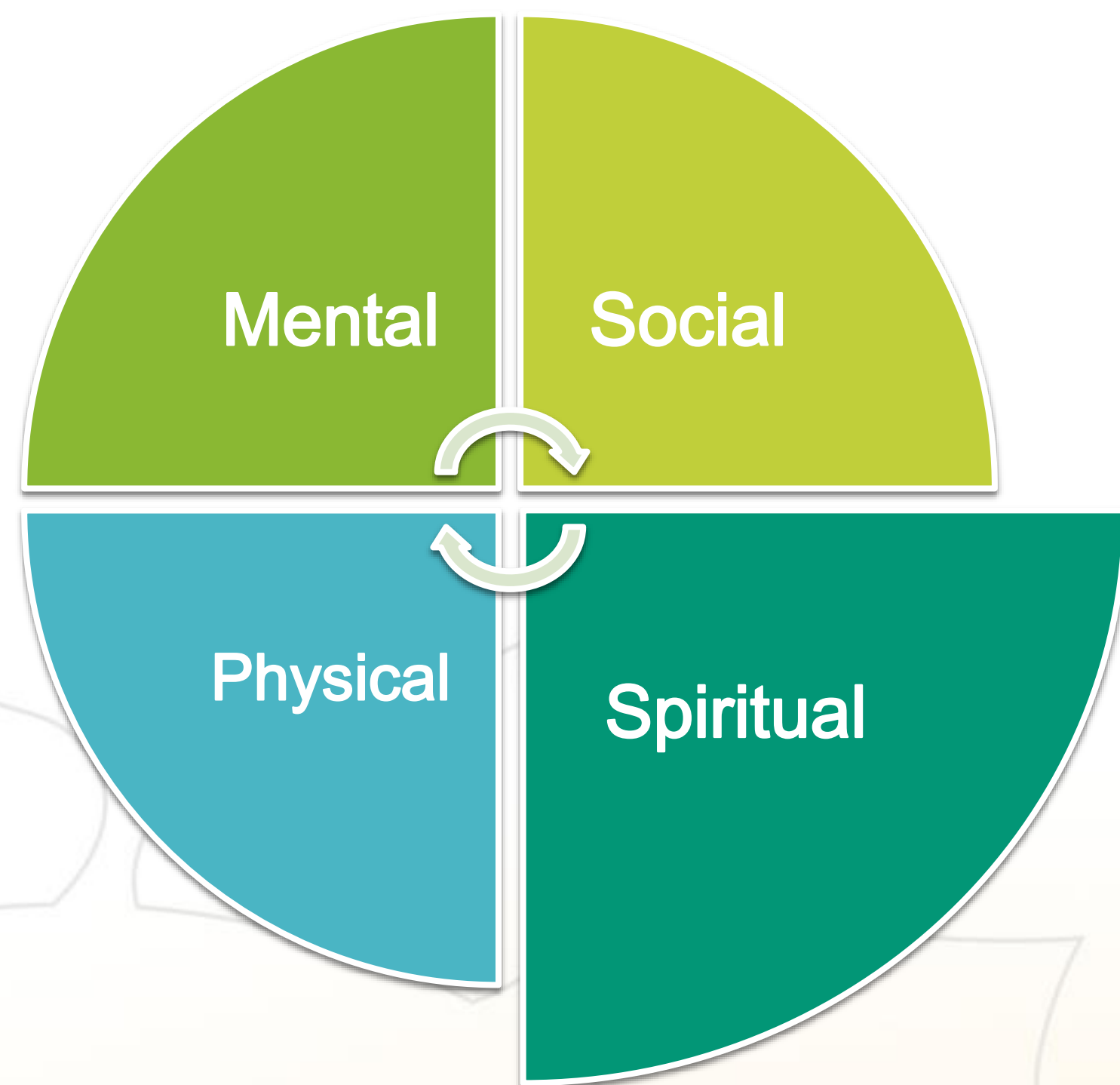
Nutrition Consultation





**YOU
ARE
WHAT
YOU
EAT**









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Prophet Muhammad Leadership Style

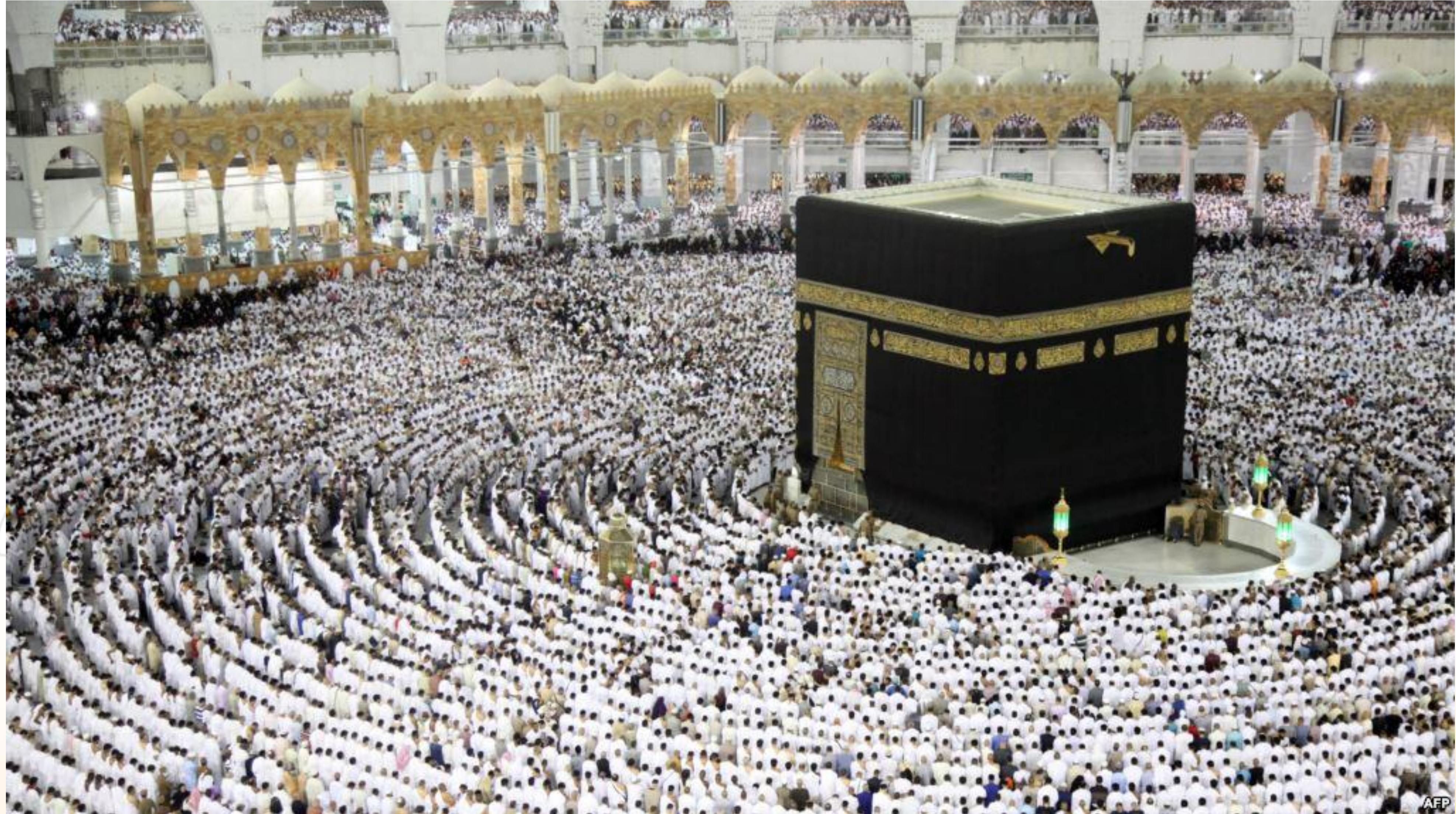
Historical Islamic sightseeing



Madinah Historical Museum



Umrah is Complimentary



Life-long Learning



MILE Video Content Production

The screenshot displays the MILE Madinah Institute website. At the top left is the logo for MILE Madinah Institute, featuring a green circular emblem with a stylized 'm' and the text 'mile madinah institute for leadership & entrepreneurship'. To the right of the logo are social media icons for Facebook, LinkedIn, Twitter, YouTube, and Pinterest, along with a 'Subscribe Newsletter' button and an email input field with a 'Subscribe' button. Below the header is a navigation menu with links for Home, About MILE, Our Speakers, Programs, Conferences, Communities, Publications, Alumni, News, Videos, and Blog. The main content area is titled 'MILE RECENT VIDEOS' and features a large video player showing a man speaking at a podium. The video title is 'Eng Malek El Hussein, General Manager Diagno...'. Below the video player are three smaller video thumbnails with their respective titles and speakers. To the right of the video player is a 'NEWS & UPCOMING EVENTS' section with a list of events, including 'High Performance Healthcare Organizations (HPHO 2)', 'A Leadership Masterclass on Talent Management & Succession Planning', 'Meet the Healthcare Leaders in Madinah', 'Certified KPI Professional', and 'How to Use ISO Standards to Develop a Project Management Culture'. At the bottom right is a large blue banner for the 'Healthcare Leadership Program' held from 1st to 6th November 2014 in Madinah, Kingdom of Saudi Arabia.

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MILE RECENT VIDEOS

Eng Malek El Hussein, General Manager Diagno...
Leadership Program High
Performing Healthcare Organizations
hph High
Healthcare Org
Sheraton Jeddah HOTEL

NEWS & UPCOMING EVENTS

- High Performance Healthcare Organizations (HPHO 2)
Saturday | 1st November, 2014
Program
- A Leadership Masterclass on Talent Management & Succession Planning
Wednesday | 5th November, 2014
Webinar
- Meet the Healthcare Leaders in Madinah
Thursday | 6th November, 2014
Conference
- Certified KPI Professional
Sunday | 16th November, 2014
Program
- How to Use ISO Standards to Develop a Project Management Culture
Monday | 17th November, 2014
Webinar

View All +

hph
HIGH PERFORMING
HEALTHCARE ORGANIZATIONS

Healthcare Leadership Program

1st to 6th November 2014
Madinah, Kingdom of Saudi Arabia

Eng Malek El Hussein, General Manager Diagnostic Cardiology, GE Healthcare, Middle East, Africa

MILE Webinar | The Importance Of Making Connections in Leadership by Joel H Head

MILE WEBINAR | How Can Learning Agility Help CEOs Become Great Leaders by M S Rao

MILE WEBINAR | Project Integration Management by Orl Schlot | PMP and

MILE WEBINAR | Innovation for Maximum Business Impact by Dr Tom Heemstra

High Performance Healthcare Organizations | Mr Graeme Robertson

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Live

Video

Power Point

MP3 Sound Track

Summery Article










































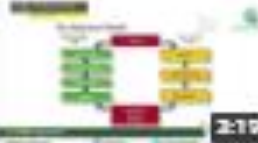












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2 views · 2 days ago	16 views · 2 days ago	7 views · 2 days ago	9 views · 2 days ago	5 views · 2 days ago	9 views · 2 days ago
16 views · 2 days ago	7 views · 2 days ago	10 views · 2 days ago	5 views · 2 days ago	11 views · 2 days ago	5 views · 2 days ago
16 views · 2 days ago	67 views · 4 days ago	64 views · 8 days ago	201 views · 1 week ago	10 views · 2 weeks ago	265 views · 2 weeks ago
20 views · 10 months ago	82 views · 1 year ago	69 views · 1 year ago	205 views · 1 year ago	78 views · 1 year ago	108 views · 1 year ago
56 views · 1 month ago	106 views · 2 months ago	72 views · 2 months ago	59 views · 3 months ago	103 views · 4 months ago	175 views · 4 months ago
27 views · 4 months ago	127 views · 4 months ago	52 views · 4 months ago	41 views · 4 months ago	38 views · 4 months ago	60 views · 4 months ago
112 views · 6 months ago	19 views · 6 months ago	52 views · 6 months ago	47 views · 6 months ago	100 views · 6 months ago	284 views · 6 months ago
71 views · 6 months ago	29 views · 6 months ago	118 views · 6 months ago	20 views · 6 months ago	18 views · 6 months ago	22 views · 6 months ago
58 views · 1 year ago	164 views · 1 year ago	72 views · 1 year ago	72 views · 1 year ago	72 views · 1 year ago	72 views · 1 year ago

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58 views · 1 year ago	164 views · 1 year ago	72 views · 1 year ago	72 views · 1 year ago	72 views · 1 year ago	72 views · 1 year ago

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 <p>Khalid Abdul Aziz Turkatani 55 Views · 2 years ago</p>	 <p>Youssef Aldah Ahmed Alharbi 57 Views · 2 years ago</p>	 <p>Saud Sader AlMutairi 65 Views · 2 years ago</p>	 <p>Othman Ali Al Shehri 51 Views · 2 years ago</p>	 <p>Dr Naif Hazzaa Alharbi 22 Views · 2 years ago</p>	 <p>Mohammed A Sahlec HPWQ3 Alumni 19 Views · 2 years ago</p>
 <p>Mohammed Abdulrahim Almuzaini HPWQ3 Alumni 34 Views · 2 years ago</p>	 <p>How to apply Lean Management in your 2,603 Views · 2 years ago</p>	 <p>Jamal Majed Abu Alshar 55 Views · 2 years ago</p>	 <p>Mohammed Razali Allogmani Alharbi 75 Views · 2 years ago</p>	 <p>How to Lead Yourself & Influence Others Andrew 65 Views · 2 years ago</p>	 <p>Faisal Kashgar HPWQ3 Alumni 151 Views · 2 years ago</p>
 <p>Emad Abdullah Hassan Dhyab HPWQ3 Alumni 52 Views · 2 years ago</p>	 <p>Meet the healthcare leader in Madinah Dr 171 Views · 2 years ago</p>	 <p>Dr Ahmad Alzaghair HPWQ3 51 Views · 2 years ago</p>	 <p>Amin Khalid Khatib 52 Views · 2 years ago</p>	 <p>Why Do HPQs Fail ? Bob Nelson 51 Views · 2 years ago</p>	 <p>The Alignment Model Gillian Jones 27 Views · 2 years ago</p>
 <p>Easa Khalif Alharbi 22 Views · 2 years ago</p>	 <p>Ahmed Ali Soliman 53 Views · 2 years ago</p>	 <p>How to apply Lean Management in your 57 Views · 2 years ago</p>	 <p>Bander Mohammed Alkabi 55 Views · 2 years ago</p>	 <p>How To Create A Coaching Culture A UAE 584 Views · 2 years ago</p>	 <p>Ali Mohammed Khayami 112 Views · 2 years ago</p>
 <p>Engaging & Retaining High Potential Employees 209 Views · 2 years ago</p>	 <p>4 Areas to address to maximize behavioral 19 Views · 2 years ago</p>	 <p>Abdullah Robah Allogmani 24 Views · 2 years ago</p>	 <p>Dr. Rayan Mohammad Tahr Al Arabi 255 Views · 2 years ago</p>	 <p>4 Psychology Secrets that Improve Training by 200% 151 Views · 2 years ago</p>	 <p>How To Create A Coaching Culture A UAE 25 Views · 2 years ago</p>

Wharton

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Executive Development Program from Wharton Executive Education
by Wharton Executive Education
1 year ago · 69,305 views
The Executive Development Program (<http://wharton.edu/programs/wharton-executive-education>) program prepares fast-track leaders to move from mastery of one ...

HD



A Taste of Executive Education
by Stanford Graduate School of Business
3 years ago · 12,636 views
Set in the new Knight Management Center, this three minute video highlights the Stanford Graduate School of Business Executive ...

3:09



Executive Education | Spotlight On... Gary Hamel Professor of Strategy and Entrepreneurship
by London Business School
1 month ago · 552 views
We spotlight Gary Hamel, visiting Professor of Strategy and Entrepreneurship at London Business School, where he talks about ...

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Dean David T. Ellwood on Executive Education
by Harvard Kennedy School
5 years ago · 1,599 views
Harvard Kennedy School Dean David T. Ellwood talks about the Executive Education program at HKS.

3:36



Executive Coaching at MILE Madinah - Testimonial by Phil Birkin of Oliver Wyman
by Mile Madinah
3 years ago · 611 views
<http://www.mile.org> <http://youtu.be/6aLvCvL6bGw> The Madinah Institute of Leadership and Entrepreneurship (MILE) brings senior ...

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PALM Executive Education by MILE - Dr. Andrew Kakabadse of Cranfield University
by Mile Madinah
3 years ago · 912 views
<http://www.mile.org> <http://www.youtube.com/watch?v=6aLvCvL6bGw&feature=related> Prof. Andrew Kakabadse presented his ...

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Leadership Development Program by MILE: Mr. Ismail Azmy Americana Group
by Mile Madinah
3 years ago · 594 views
<http://youtu.be/iCMsnbU9f1c> <http://www.mile.org> The Madinah Institute of Leadership and Entrepreneurship (MILE) brings senior ...

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Search engine optimization

The image shows a YouTube search interface for the query "leadership development". The search results are as follows:

- Harvard** (indicated by a red arrow): "Warren Bennis on Leadership Development" by HarvardCPL, 6 years ago, 21,662 views. Description: Part 3 of a 4 part interview series for the Center for Public Leadership's 2008 "Conversation on Leadership: Growing Leaders in a ..."
- MILE** (indicated by a green arrow): "Leadership Development | AIBaik Success Story by Eng. Rami Abu Ghazalah, CEO, AIBaik, KSA" by Mile Madinah, 6 months ago, 2,026 views. Description: Access Knowledge Based Content of MILE by visiting <http://community.mile.org> Eng. Rami Abu Ghazalah, CEO, AIBaik, KSA ...
- MILE** (indicated by a green arrow): "Leadership Development | 5 skill areas you need to develop in your frontline leaders" by Mile Madinah, 6 months ago, 349 views. Description: Download Soft Copy Presentation: ...

Other visible results include "Leadership Styles Pt1 - Business Leadership Development" by Ed Oakley (5 years ago, 7,925 views) and "Hotel Leadership Development Program (HLDP)" by Cornell School of Hotel Administration (2 months ago, 298 views).

Mile value Readings



Target setting for Key Performance Indicators

Adrian Brudan smartKPIs.com
Research Director, The KPI Institute

www.mile.org

Setting targets for Key Performance Indicators is on top of priority list of most of the companies. This is due to the fact that it has become one of the most important steps towards improving organizational performance. However, it is a challenging and complex process to set the right KPI targets in the first place and then to achieve those targets completely or even partially. Adrian Brudan, Research Director of KPI Institute in the webinar "Target Setting for Key Performance Indicators" discusses how business owners around the globe can set realistic KPI targets and ultimately achieve them by formulating effective and result oriented strategies.

Benefits of Setting KPI Targets:
There are many benefits of setting targets for KPI, most important for which are given below.

- ☒ Show the desired result levels for Key Performance Indicators.
- ☒ Represent the starting point in measuring and evaluation process (compared to actual/desired level).
- ☒ Impact the behaviours of the organization and employees' style of working.

☒ It increases the emphasize on new business generation and customer retention.

The Goals Setting Theory:
Although, there are many theories informing target setting such as Expectancy-value theory and Achievement-motivation theory yet the most important of them is The Goal Setting Theory. This theory was introduced by Locke and Latham and it states that "specific, high (hard) goals lead to a higher level of task performance then do easy or vague, abstract goals such as the exhortation to do one's best."

☒ **Principles of Goals Setting Theory:**
Following are some principles of Goal Setting Theory.

- ☒ Goals should be challenging but attainable.
- ☒ Rather than vague, goals should be clear and specific.
- ☒ Managers should involve employees in the process of goals setting.
- ☒ Goals should be measurable in terms of being clearly understood by the employees such as time, cost, quantity and quality.

☒ **Mechanism of Goal Setting Theory:**
The mechanism of Goal Setting Theory is explained in the following lines.

☒ **Directive Functions:**
They direct attention and efforts away from goal irrelevant activities towards goal relevant activities.








Value and Value Creation

Dr. Michael J Ho UNIVERSITY OF VIRGINIA
Darden business School

www.mile.org

Darden Business School, University of Virginia

In this webinar, we began our discussion with the assertion that value and value creation are foundational to the execution and achievement of the corporation's mission and vision. Specifically, value creation and preservation is a necessary condition to meeting the organization's prime directives, whether they be economic, social or nationalistic. Consequently, a focus on value creation provides insight into where and how the company should grow, it provides the capital (internally generated and via the capital markets) to grow, and it develops the human capital required for growth, through management discipline and employee empowerment. Understanding and measuring value creation provides a framework to objectively (i) evaluate and assess the organization's activities and business structure, and (ii) prioritize and allocate limited resources to maximize sustainable and profitable growth.

What is Value Based Management? Value Based Management is a specific way of looking at a business; it is a mindset, a philosophy that is ingrained in the very culture of the organization. It prioritizes long-term value creation above all other strategic metrics. All performance metrics, KPIs, organizational structures and processes, etc. are evaluated through the lens of long-term value creation. Value Based Management is stakeholder-centric. That is, all of the business' stakeholders (whether owners, employees, customers, suppliers, community) are enriched by the creation of long-term value. To change and align behavior with the value based management philosophy, there must be accountability for actions or decisions that are inconsistent with the creation of long-term value as well as incentives, rewards and recognition for actions and decisions that result in the value creation. Lastly, and to bring us full circle, senior management leads from the top by example and supports from the bottom by empowering all levels of employees to be significant contributors of value. The basic components of Value Based Management are: (i) measuring value, (ii) creating value, and (iii) managing value.

Measuring value requires that we understand the financial factors and strategic forces that determine and impact value. Creating value involves the identification, articulation and implementation of strategies that leverage favorable industry dynamics factors or mitigate pressures caused by disadvantageous market dynamics or a weak competitive position. Finally, value is managed through the corporate governance and organizational structures of the company, the alignment of incentives, rewards and recognition and by leaders that lead by example. An important part of a Value Based Management culture is the identification and monitoring of value drivers. Identifying and managing the key value drivers helps








Corporate Governance and Global Board Best Practice

Dr. Andrew Kakabadse Cranfield UNIVERSITY
Professor of International Management Development School of Management

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"A good board is a good chairman; a good chairman is the outcome of development"

This article is the extraction of excerpts taken from the webinar "Corporate Governance and Global Board practices" by Andrew Kakabadse, Professor of International Management development at Cranfield School of Management. This webinar was arranged by Madinah Institute for Leadership and Entrepreneurship (MILE). In this webinar Dr. Kakabadse presented some of the quick findings of his various surveys conducted across the globe of different boards, as he highlighted what it takes the board of the company to be outstanding. Focusing first on the management practices and finding about the third sector, government, and private sector divided on the vision. The reason behind the fact is the difference between the rational views of the board members and the prime purpose of the organizations. According to the research, huge percentages of managers are very uncomfortable to discuss about the elephant in the room. Mostly the top managers by their inaction do not bring the problem or the uncomfortable issue to the surface which could cripple the organization.

In 1999, fourteen surveys were conducted, which have covered many countries i.e. US, UK, Australia, Germany, South Africa, China, Russia and Abu Dhabi in which board members and management were interviewed about the board standards and their practices that whether or not they are according to the standards of the company they work in. The findings illustrated that it is very difficult to immerge with simple best practices, which require the board's great understanding about how does the board operate and add value to the organization. Study in UK tells that board members could not tell about what their colleagues were doing and management rated the board as very poor. In the case of US, according to the findings, they have high inhabited goals, great amount of defensiveness on board, but there are people in the board who actually discourage other board members to talk to the management. In Russia situation differs greatly with the problems found. Statistically executive directors of board are much more aligned than US and UK. There is a different story in South Africa as there is quite a mismatch of expectations between point of views of management and board. China, South Africa and Abu Dhabi have worst set of scores where management did not feel they were getting any value addition from the board. Australia was the only country which emerged with having far better results. There was found clear shared view at the board, great balanced portfolio, experience and functionality. Statistics shows there was no such difference in views of the management and board about the board.





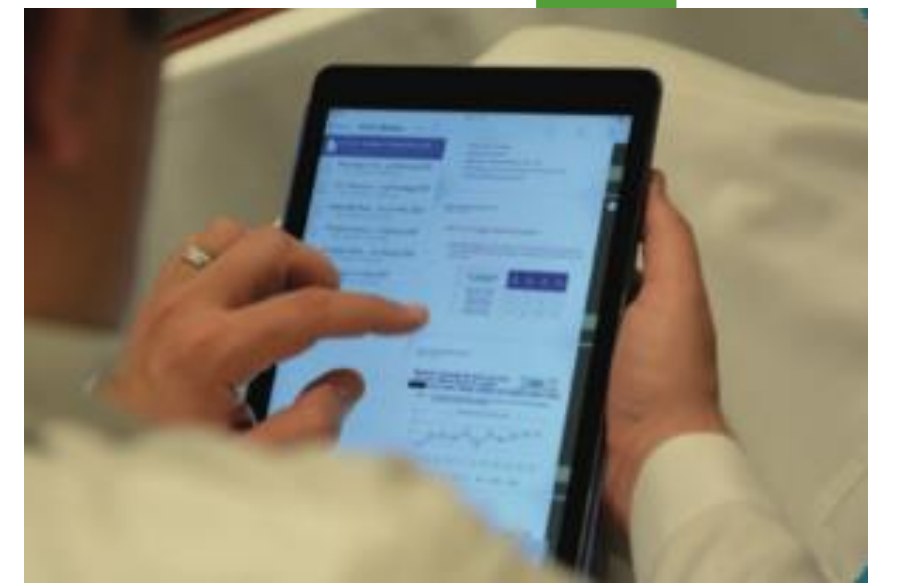
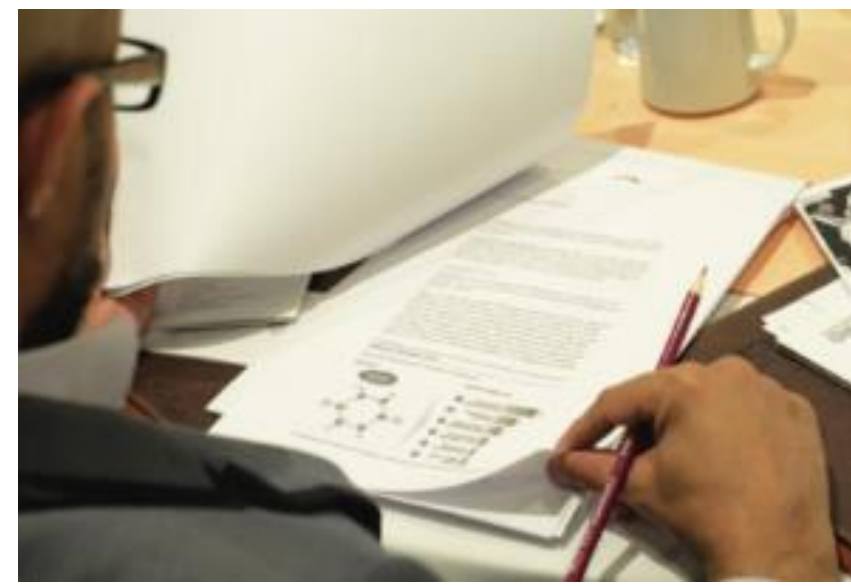



Strategic Alignment

Visioning - Top Team

20% NMS Top Team	32% Germany
21% NMS Board	33% China
20% Sweden	30% France
23% Japan	39% USA
25% Finland	40% Spain
30% U.K.	42% Hong Kong
31% Austria	48% Ireland
	50% Australian Public Service

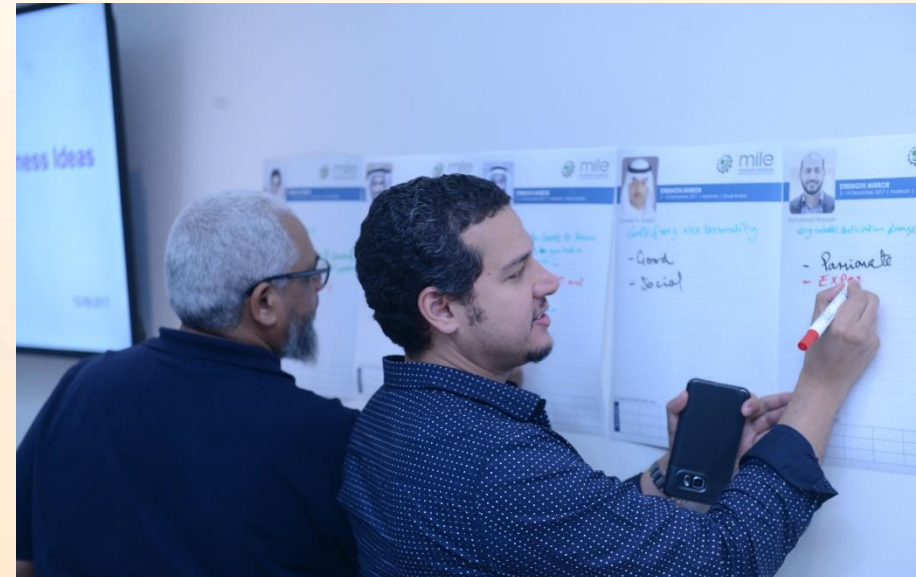
Recognise fundamental divisions exist within their top team concerning the future



Immersion



for leadership & entrepreneurship





Graduation **Versus** Transformation



"الْمَدِينَةُ خَيْرٌ لَهُمْ لَوْ كَانُوا يَعْلَمُونَ"

Thank You

