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Mohammad Al-Otaibi DBL Testimonial



The Doctor of Business Leadership (DBL) profoundly transformed how I lead and influence within complex organisational systems. Through the research and development of my Personal Contingent Leadership Paradigm (PCLP), I learned to integrate ethical decision-making, cultural intelligence, and reflective practice into daily leadership behaviour. This has reshaped my approach as both an executive and academic—enabling me to build ethically resilient teams, align strategy with values, and lead cultural transformation across government, education, and industry. The doctorate did not only advance my career; it redefined how I create impact, turning leadership into a disciplined, evidence-based craft.

Completing my doctorate has elevated how colleagues and clients perceive my leadership and decision-making. It positioned me as both a practitioner and a scholar—someone who leads with evidence, reflection, and ethical clarity. Senior leaders now seek my input on complex organisational challenges, viewing my expertise as strategic rather than operational, and my insights as grounded in research, integrity, and real-world application.

The DBL is more than an academic qualification—it is a transformation of mindset and purpose. It challenged me to question assumptions, bridge theory with practice, and develop a leadership paradigm rooted in ethics and adaptability. The program's depth, mentorship, and reflective methodology enabled me to articulate my Personal Contingent Leadership Paradigm (PCLP), which continues to guide how I lead teams, shape strategy, and influence organisational culture. It is a journey that reshaped not only my career but also my understanding of what responsible leadership truly means.