

How can young leaders overcome their leadership challenges whilst they drive the national transformation in the Kingdom of Saudi Arabia under the ambitious Vision 2030 blueprint?

DBL 710 LEADERSHIP CRITIQUE

A critique to meet the requirements of the Doctor of Business Leadership at Torrens University Australia (AUGUST 2024)

STUDENT NAME: OMAIR MUSTAFA

STUDENT #: A00090846

SUPERVISOR: Professor Khimji Vaghjiani

TORRENS UNIVERSITY | AUSTRALIAN GRADUATE SCHOOL OF LEADERSHIP

GLOSSARY

Definitions

Adaa	Adaa, an Arabic term that means "performance", is an independent government body in the Kingdom of Saudi Arabia that serves as the National Center for Performance Management. Adaa has a national dashboard and publishes quarterly reports on the delivery progress of strategic goals, initiatives and KPIs of public entities to track their development in realizing Saudi Vision 2030, in addition to measuring beneficiary satisfaction with public services.
DEAGO	Researcher's personal theoretical framework for vision-operationalization at both strategic and tactical levels, encompassing five key functions: Direct, Empower, Accumulate, Generate and Orchestrate.
Hedgehog Concept	The Hedgehog Concept is a key concept introduced by Jim Collins in his book "Good to Great: Why Some Companies Make the Leap... and Others Don't." The Hedgehog Concept is a framework for organizations to identify their strategic focus by finding the intersection of three key factors: what they are deeply passionate about, what they can be the best in the world at, and what drives their economic engine.
Ikigai	Ikigai is a Japanese concept that combines two words: "iki," which means "life," and "gai," which means "value" or "worth." It represents the idea of finding a sense of purpose, fulfillment, and meaning in life. Ikigai suggests that when a person discovers and engages in activities that align with his passions, talents, values, and the things the world needs, they can experience a deep sense of satisfaction and contentment.
Level 5 Leader	A concept introduced by Jim Collins in his book "Good to Great: Why Some Companies Make the Leap... and Others Don't." It is a descriptive term used to categorize a specific type of leader based on the distinctive characteristics and behaviours identified through this research.
Vision 2030 (V2030)	A national transformation blueprint launched by the Crown Prince of the Kingdom of Saudi Arabia, His Royal Highness Prince Mohammad bin Salman bin Abdulaziz al Saud, on the 25 th of April 2016. The strategic framework aims to

	reduce the Kingdom of Saudi Arabia's dependence on oil, diversify its hydrocarbon-based economy and enhance public service sectors such as health, education, housing, infrastructure, recreation, and tourism.
Vision Realization Programs (VRP)	Vision Realization Programs are 'portfolios' within the Vision 2030 blueprint that are designed to translate the Vision 2030 into action by aligning transformation activities of public sector entities through approved delivery plans guided by pre-defined objectives and Key Performance Indicators, tied to 5-year benefit realization milestones.

Abbreviations

ADKAR	Awareness, Desire, Knowledge, Ability, and Reinforcement
AG	Ariel Group
ALQ	Authentic Leadership Questionnaire
AQ	Adversity Quotient
ASN	Administered Stakeholder Network
BAU	Business As Usual
BO	Branched Objectives
BSC	Balanced Scorecard
C4I	Command, Control, Communications, Computers, and Information
CAS	Complex Adaptive System
CCL	Center for Creative Leadership
CEDA	Council of Economic Development Affairs
CoE	Center of Excellence
COM	Current Operating Model
COVID-19	Corona Virus Disease 2019
CSRM	Case Study Research Method
CQ	Cognitive Quotient
CVF	Competing Values Framework
DBL	Doctor of Business Leadership
DFS-2	Dispositional Flow Scale-2
DGA	Digital Government Authority
DISC	Dominant, Inspiring, Supportive and Cautious, alternatively Dominance, Influence, Steadiness and Conscientiousness
EA	Employee Appraisal
EBDM	Evidence Based Decision Making
EPIQ	Empathy, Position, Intention, Quality
EQ	Emotional Quotient
ESCI	Emotional and Social Competency Inventory

EPIQ	Empathy, Position, Intention, Quality
EVA	Economic Value Analysis
FoW	Future of Work
GCC	Gulf Cooperative Council
GORPS	Governance, Organizational Design, Resources, Policies & Procedures and Systems
HBDI	Hermann Brain Dominance Instrument
HBS	Harvard Business School
HE	His Excellency
HH	His Highness
HM	His Majesty
HoW	House of Wishes
HRH	His Royal Highness
IC	Individualized Consideration
II	Idealized Influence
IM	Inspirational Motivation
IS	Intellectual Simulation
IT	Information Technology
KPI	Key Performance Indicator
KPT	Key Performance Target
KSA	Kingdom of Saudi Arabia
LBS	London Business School
LPC	Least Preferred Co-worker
LVB	Leadership Vision Board
MBE	Management By Exception
MBO	Management By Objectives
MBTI	Myers-Brigg Type Indicator
MDMP	Military Decision-Making Process
MISK	Mohammad bin Salman Foundation
MoD	Ministry of Defence
MoHo	Ministry of Housing
Mol	Ministry of Interior

MoMRA	Ministry of Municipality and Rural Affairs
MLQ	Multi-factor Leadership Questionnaire
MVP	Minimum Viable Product
NCPM	National Center for Performance Management
NPS	Net Promoter Score
NTP	National Transformation Plan
NRRC	Nuclear and Radiological Regulatory Commission
OCI	Organizational Culture Inventory
OHI	Organizational Health Index
PCLP	Personal Contingent Leadership Paradigm
PD	Performance Dashboard
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PVA	Personal Values Audit
ROS	Religious Orientation Scale
SAN	Strategic Arena Network
SBI	Situation, Behaviour, Impact
SDAIA	Saudi Data and Artificial Intelligence Authority
SI	Strategic Initiatives
SO	Strategic Objectives
SPMR	Strategic Performance Review
SPSF	Saudi Paralympic Swimming Federation
SoS	System of Systems
SLII	Situational Leadership Model 2
SQ	Social Quotient
SROI	Social Return on Investment
STAR	Situation, Task, Action, Result
SWOT	Strengths, Weaknesses, Opportunities, Threats
TMO	Transformation Management Office
TOM	Target Operating Model
UNSW	University of New South Wales
V2030	Vision 2030 Blueprint
VCA	Value Chain Analysis

VRP	Vision Realisation Program
VRO	Vision Realization Office
VUCA	Vulnerability, Uncertainty, Complexity and Ambiguity
WoW	Way of Working

Table of Contents

Definitions.....	1
Abbreviations	3
Table of Contents	7
A. Declaration of Originality	16
B. Statement of Access Authority.....	17
C. Declaration of Intellectual Property Rights.....	18
D. Declaration of Confidentiality	19
E. Declaration of Ethical Conduct.....	20
F. Declaration of Paid Professional Editorial Assistance	21
G. Acknowledgements.....	22
Critique Overview.....	24
1. Overview of the Researcher's Macro Context.....	30
1.1. Introduction	30
1.2. Evolving National Context	32
1.2.1. KSA Country Brief	32
1.2.2. Political Setting	33
1.2.3. Shifting the Sands of Time in the KSA – Vision 2030	34
1.3. Gaps in Leadership	39
1.3.1. KSA's Public Leadership Challenges and Gaps	40
1.3.2. Leadership Learning and Adapting	43
1.4. Drivers for Change in Leadership Style	45
1.5. Summary	50
2. Researcher's Leadership Journey and Micro Context.....	51
2.1. Introduction	51
2.2. About the Researcher	52
2.3. Evolution of Leadership - Roles and Industries	54

2.3.1.	Private Sector	54
2.3.2.	Public Sector	57
2.3.3.	Private Work	61
2.4.	Historic Leadership Feedback.....	64
2.5.	Setting the Strategic Arena.....	67
2.5.1.	Strategic Arena Network Map.....	67
2.5.2.	Evolving Leadership	69
2.5.3.	Strategic Issues	71
2.6.	Summary	73
3.	Literature Review	74
3.1.	Introduction	74
3.2.	Evolution of Leadership.....	77
3.2.1.	Personality Era	79
3.2.2.	Influence Era	79
3.2.3.	Behaviour Era.....	80
3.2.4.	Situation Era	81
3.2.5.	Contingency Era	81
3.2.6.	Transactional Era	82
3.2.7.	Anti-Leadership Era.....	83
3.2.8.	Culture Era	83
3.2.9.	Transformation Era.....	84
3.2.10.	Integrative Era	85
3.3.	Leadership Contexts	86
3.3.1.	Public vs. Private Sector Leadership.....	86
3.3.2.	Public Leadership in KSA.....	88
3.3.3.	Leadership in Military Context	90
3.4.	Contingent Leadership.....	92
3.4.1.	Contingency Theory	92
3.4.2.	Path-Goal Theory	94
3.4.3.	Normative Theory	94
3.4.4.	Situational Theory.....	95
3.4.5.	Multiple Linkage Theory	97
3.5.	Normative Ethical Philosophies	99
3.5.1.	Relativism	100
3.5.2.	Egoism.....	102
3.5.3.	Deontology	103

3.5.4.	Moral Universalism	104
3.5.5.	Consequentialism (Utilitarianism)	105
3.5.6.	Ethical Influences and Selection	107
3.5.7.	Linkages and Development	108
3.6.	Complexity & Complex Adaptive Systems	109
3.6.1.	CAS Attributes	110
3.6.2.	Integrating CAS and Leadership	111
3.6.3.	Complexity and Wicked Problems	112
3.6.4.	Complex Decision Making	113
3.6.5.	Disorder in CAS and Chaos Theory	116
3.7.	Grounded Theory	117
3.8.	Summary	120
4.	Research Design and Methodology	122
4.1.	Introduction	122
4.2.	Research Paradigm and Method	123
4.2.1.	The Need, Objectives and Hypotheses	123
4.2.2.	Selected Research Paradigm	124
4.2.3.	Methodology	125
4.3.	Research Design and Administration	127
4.3.1.	Literature Review	127
4.3.2.	Longitudinal Case Study	129
4.3.3.	Quantitative Research	131
4.3.4.	Qualitative Research	136
4.3.5.	Ethical Implications and Compliance	139
4.4.	Coding and Analysis	141
4.4.1.	Coding Approach	141
4.4.2.	Analysis Methodology	144
4.5.	Research Validation and Reliability	146
4.5.1.	Managing Uncontrolled Biases	146
4.5.2.	Construct Validity	148
4.5.3.	Internal Validity	150
4.5.4.	External Validity	151
4.5.5.	Reliability	152
4.5.6.	Other Research Quality Improvement Steps	153
4.6.	Summary	155

5.	<i>Case Research, Analysis and Reflection</i>	156
5.1.	Introduction	156
5.2.	Case 1: Mol	157
5.2.1.	Period of Review, Researcher's Role, and Contextual Factors	157
5.2.2.	Case Context	157
5.2.3.	About the Organization	157
5.2.4.	Embedded Analysis Units	158
5.2.5.	Self-Reflection	160
5.3.	Case 2: MoHo	162
5.3.1.	Period of Review, Researcher's Role, and Contextual Factors	162
5.3.2.	Case Context	162
5.3.3.	About the Organization	162
5.3.4.	Embedded Analysis Units	163
5.3.5.	Internal Extrapolation	167
5.4.	Case 3: MoD	168
5.4.1.	Period of Review, Researcher's Role, and Contextual Factors	168
5.4.2.	Case Context	168
5.4.3.	About the Organization	168
5.4.4.	Embedded Analysis Units	169
5.4.5.	Internal Extrapolation	172
5.5.	Leadership Self Assessments	174
5.5.1.	DISC Evaluation	174
5.5.2.	Leadership Psychometric Test	175
5.5.3.	Enneagram of Personality	175
5.5.4.	Personal Value Assessment	176
5.5.5.	Leadership Skills Test	177
5.5.6.	MBTI Evaluation	177
5.6.	Research Findings & Synthesis	178
5.6.1.	Participants	178
5.6.2.	HRH Crown Prince's Own View on Public Sector Leadership	178
5.6.3.	Research Findings & Synthesis	179
5.7.	Gaps Identified	189
5.8.	Insight Generation	190
5.9.	Summary	193
6.	<i>PCLP Framework</i>	194

6.1.	Introduction	194
6.2.	Modelling the Approach	195
6.2.1.	Structured Approach to Conceiving the PCLP	195
6.2.2.	The Conceptual Model	198
6.2.3.	Latest PCLP Iteration	199
6.3.	Evolution of the PCLP	202
6.3.1.	Early Years	202
6.3.2.	Emerging Years	203
6.3.3.	Maturing Years	206
6.4.	Leadership Personality and Identity Shaping Inputs	212
6.4.1.	Macro and Micro Context	213
6.4.2.	Work Experience	213
6.4.3.	Leadership Courses	214
6.4.4.	Reading and Literature	216
6.4.5.	Crises	217
6.4.6.	KSA's V2030	218
6.4.7.	Personal Identity Factors	219
6.5.	Prioritised Personal Core Values	220
6.5.1.	Value 1: Authenticity	221
6.5.2.	Value 2: Integrity	221
6.5.3.	Value 3: Passion	222
6.5.4.	Value 4: Empowerment	223
6.5.5.	Value 5: Courage	223
6.6.	Behavioural Guidance Sub-Process	225
6.6.1.	Relational Guidance Sub-Process	225
6.6.2.	Commercial Guidance Sub-Process	227
6.7.	Leadership Style	230
6.7.1.	Leadership Approach	230
6.7.2.	Normative Ethical Perspective	234
6.8.	Outputs and Outcomes	237
6.8.1.	Output	237
6.8.2.	Outcomes	240
6.9.	Feedback and Feed Forward Loops	242
6.9.1.	Intra-process Feedback Loops	242
6.9.2.	Inter-process Feedback Loops	243
6.9.3.	Overall Loop	244

6.10.	Future Implications.....	246
6.10.1.	Trend Analysis.....	246
6.10.2.	Scenario Analysis.....	247
6.10.3.	Implementation Challenges.....	249
6.10.4.	Addressing the Challenges and Contextual Evolution	252
6.11.	Summary	256
7.	<i>LVB Framework.....</i>	257
7.1.	Introduction.....	257
7.2.	Conceptual LVB Framework.....	258
7.3.	Summary	262
	<i>Key Findings and Future Directions</i>	263
	<i>Appendix.....</i>	266
	Appendix 1 – Candidate Ethics Statement.....	266
	Appendix 2 – Research Respondent Consent Form.....	267
	Appendix 3 – Quantitative Survey Form	268
	Appendix 4 – Qualitative Interview Form	281
	Appendix 5 – Quantitative Research Results	284
	Appendix 6 – Qualitative Research Results.....	298
	Appendix 7 – PCLP Evolution	304
	Appendix 8 – Conceptual LVB	310
	<i>References.....</i>	311

Table of Figures

Figure 1: KSA and its Position within the GCC	30
Figure 2: HRH Prince Mohammad Bin Salman	33
Figure 3: Vision 2030 Blueprint	35
Figure 4: Vision 2030 Governance Model	37
Figure 5: Specific Leadership Challenges for KSA Public Sector Leaders	40
Figure 6: Leadership Competency Gaps in KSA Public Sector Leaders	42
Figure 7: Drivers for Change in Leadership Style for KSA's Public Sector under V2030	45
Figure 8: Two Pathways and their Key outcomes for KSA by 2030	49
Figure 9: Leadership Survey Rater Assessment	64
Figure 10: Leadership Assessment Results	66
Figure 11: Strategic Arena Network (Personal)	68
Figure 12: Innovation-Ambition Matrix Depicting the Need for a New Capability Strategy	71
Figure 13: Mind Mapping Creation Process	75
Figure 14: Mind Map of Inquiry and Related Knowledge Domains	76
Figure 15: Leadership Evolution Tree	78
Figure 16: Public vs. Private Leadership Styles in the Blake Mouton Managerial Grid	87
Figure 17: Contingency Theory	93
Figure 18: Normative Theory	95
Figure 19: Situational Leadership II Model	96
Figure 20: Multiple Linkages Theory	97
Figure 21: Situational Influence on Ethical Leadership	107
Figure 22: Complexity Model	110
Figure 23: Complex Environments	114
Figure 24: Military Decision-Making Process	115
Figure 25: Grounded Theory Procedure into Researchers' Context	118
Figure 26: Leadership Research Blueprint	126
Figure 27: Literature Review Process	128
Figure 28: Longitudinal Case Study Process	129
Figure 29: CSRM Design	130
Figure 30: Rose-Wengraf Model of Qualitative Research	136
Figure 31: Coding Approach	141
Figure 32: A Priori Code Inter-Relationships	143
Figure 33: NVivo Features	145
Figure 34: Case Study Timelines	151
Figure 35: Model for Synonymous Repeatability	152
Figure 36: Researcher's View of his Leadership Effectiveness in Mol	161

Figure 37: Researcher's View of his Leadership Effectiveness in MoHo	167
Figure 38: Researcher's View of his Leadership Effectiveness in MoD	173
Figure 39: Leadership Gaps	189
Figure 40: Insight Generation for PCLP	190
Figure 41: Operational Model Diagram	191
Figure 42: Word Cloud	192
Figure 43: Design Thinking Process	195
Figure 44: Arabian Cheetah	198
Figure 45: Researcher's PCLP V3.1	200
Figure 46: Trans Telecoms Leadership Model	202
Figure 47: Dynamic Leadership Process	203
Figure 48: Researcher's First Conceptual Framework for Leadership	204
Figure 49: Tweaked Conceptual Leadership Framework	206
Figure 50: PCLP V1.0	207
Figure 51: PCLP V1.1	208
Figure 52: PCLP V1.2	208
Figure 53: PCLP Canvas	209
Figure 54: PCLP V2.0	209
Figure 55: PCLP V3.0	210
Figure 56: PCLP Inputs	212
Figure 57: Core Values	220
Figure 58: Relational Guidance for the PCLP	226
Figure 59: Commercial Guidance for the PCLP	228
Figure 60: Selection of Leadership Style	230
Figure 61: Hypothesized Evolution of Generic Leadership Approaches	231
Figure 62: Proposed Outputs	237
Figure 63: Level of Leadership Effectiveness	238
Figure 64: Achieving Leadership Breakthrough	239
Figure 65: Potential Outcomes	240
Figure 66: Overall Feedback Loop	244
Figure 67: Force Field Analysis	246
Figure 68: Challenge Landscape	250
Figure 69: Experiential Learning Spiral	253
Figure 70: PROSCI	254
Figure 71: Leadership Vision Board	258

Table of Tables

Table 1- Leadership Dynamics Overview in Raem	55
Table 2 - Leadership Dynamics Overview in Pan Gulf	55
Table 3 - Leadership Dynamics Overview in Mozoon	56
Table 4 - Leadership Dynamics Overview in Trans Telecoms	57
Table 5 - Leadership Dynamics Overview in MoI	58
Table 6 - Leadership Dynamics Overview in MoHo	59
Table 7 - Leadership Dynamics Overview in MoD	60
Table 8 - Leadership Dynamics Overview in NRRC	61
Table 9 - Leadership Dynamics Overview in House of Wishes	62
Table 10 - Leadership Dynamics Overview in Saudi Paralympic Swimming Federation	62
Table 11 - SAN Business Strategies	69
Table 12 - Evolution of Context within MoD	70
Table 13 - Issue Identification	72
Table 14 - Examples of Symptoms of Failure	99
Table 15 - Quantitative Survey Respondent Groups	131
Table 16 - Survey Sections	132
Table 17 - Quantitative Survey Questions	133
Table 18 - Qualitative Survey Respondent Groups	136
Table 19 - Qualitative Survey Questions	137
Table 20 - Construct Validity	148
Table 21 - Evidence Sources	149
Table 22 - Summary of PCLP Adjustments	210
Table 23 - Impact of Leadership Courses	215
Table 24 - PCLP Scenario Analysis	247
Table 25 - Expanded Scenario Set	249
Table 26 - Data Table for Challenge Graph	250

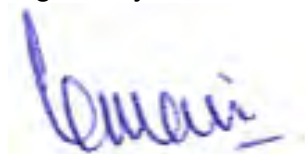
Declarations & Acknowledgements

A. Declaration of Originality

I declare that this Critique submission is my work and that, to the best of my knowledge, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where acknowledgment is made.

I acknowledge that the copyright of published work contained within this critique resides with the copyright holder(s) of those works. Any contribution to the research by colleagues I have worked with during my candidature is also fully acknowledged.

Signed by Candidate:



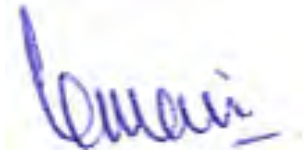
Omair Mustafa | 06th Aug 2024

B. Statement of Access Authority

I authorise Torrens University Australia and any library with which it has a formal agreement, the right to archive and to make available through the Library hardbound and digital copies of my Critique, in whole or in part, for loan or copying or communication, in all forms of media, whether currently or later known, subject to the provisions of the Copyright Act 1968. However, the **Leadership Support Portfolio is excluded** from any loan, release, copying, reproduction, or communication due to confidentiality obligations.

I retain the right to use all or part of this Critique in my future works.

Signed by Candidate:



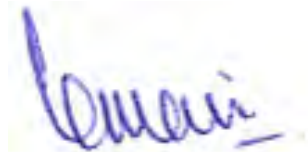
Omair Mustafa | 06th Aug 2024

C. Declaration of Intellectual Property Rights

I hereby declare that the critique provided in this critique contains no material that has any implications for the intellectual property rights of the candidate, the university, or any other individual or organization.

All contents included in this critique are original, and any references to external sources have been appropriately cited and used in accordance with academic and ethical standards.

Signed by Candidate:



Omair Mustafa | 06th Aug 2024

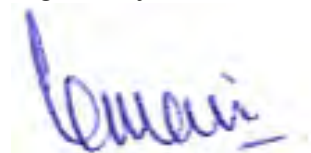
D. Declaration of Confidentiality

I hereby declare that there is no material contained within this Critique that is confidential for commercial or any other reasons, **except** for the entire "Leadership Supporting Portfolio," the contents of which are intended to remain confidential indefinitely due to confidentiality obligations.

All other information and content presented in this Critique, beyond the aforementioned "Leadership Supporting Portfolio," are intended for academic and research purposes, and the remaining portions/contents of this work are not subject to non-disclosure agreements, proprietary constraints, or confidentiality restrictions.

By providing this declaration, I confirm that apart from the aforementioned "Leadership Supporting Portfolio," there are no proprietary, confidential, or sensitive materials contained within this Critique that would limit its availability, discussion, or dissemination within the academic and research community.

Signed by Candidate:



Omair Mustafa | 06th Aug 2024

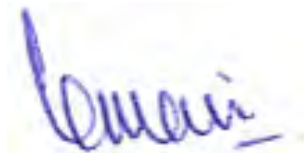
E. Declaration of Ethical Conduct

I solemnly declare that the research presented in this critique has been conducted in full compliance with the ethical standards and guidelines for National Statement on Ethical Conduct in Human Research (2007), as set forth by relevant Australian regulatory bodies, Australian Graduate School of Leadership and Torrens University Australia.

Throughout the research process for this critique, I have adhered to the principles of informed consent, confidentiality, and respect for the rights and well-being of all human participants involved in this study. All research activities, qualitative and quantitative, involving human subjects, including data collection, analysis, and reporting, have been conducted in accordance with the highest ethical standards.

I further declare that I have obtained all necessary approvals and permissions from the authorized person/body as required by the Australian Graduate School of Leadership and Torrens University Australia.

Signed by Candidate:



Omair Mustafa | 06th Aug 2024

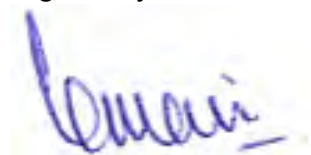
F. Declaration of Paid Professional Editorial Assistance

I, hereby declare that I sought and received paid professional editorial assistance during the research and production of my examinable work, specifically limited to language editing, as per the guidelines provided by the Australian Standards for Editing Practice (ASEP), specifically within the categories ASEP D (Language and Illustrations) and ASEP E (Completeness and Consistency), after approval from my Supervisor.

The editorial assistance I received was focused on enhancing the clarity, grammar, and language proficiency of my work, ensuring that it meets the highest standards of written communication and adheres to academic conventions. This assistance did not involve any substantive changes to the content, substance, structure, methodology, or originality of my research.

I acknowledge the valuable support provided by the POTH.COM editorial professionals, whose expertise contributed to the overall quality of my work while maintaining the integrity of the research process. This declaration is made in accordance with the ethical guidelines and transparency requirements of academic research.

Signed by Candidate:



Omair Mustafa | 06th Aug 2024

G. Acknowledgements

Firstly, “Alhamdullilahi rabbil alameen!”

Professor Khimji Vaghjiani, thank you very much for taking me under your academic supervision. Your academic knowledge, practical insights, intellectual skills, business expertise and vast experiences are a unique combination that only fortunate students may have had the luck of benefitting from. Not only did you impart me with invaluable knowledge whilst supervising my critique, but in the process, you have also mentored my growth, guided my development, nurtured my leadership skillsets and, most of all, enriched my life as a scholar. I really appreciate all the time that you invested in me and the outstanding support that you have continued to provide.

Professors Jess Murphy, Leigh Gassner and Vladas Leonas, I personally thank you for your dedication in imparting knowledge, lessons, and subject matter expertise in the subjects that I undertook, allowing me to attempt this qualification. Professor Ramzi Fayed, thank you for putting together a masterpiece titled “Aspirational Leadership” and graciously gifting it to me right before I started compiling my leadership framework. Every single piece of your collective, constructive feedback, detailed responses to leadership issues/queries, and your erudite theoretical and practical knowledge backed up by your extensive support have been instrumental in the composition of my critique. It was truly an honour and privilege that I have had the opportunity to learn from you all on this journey.

Equally important has been the role of my exceptional boss, Mohammad bin Moammar. Words are not enough to express my deepest appreciation and thanks to you, whose relentless professional support and understanding of my personal and academic needs, coupled with his encouragement, allowed me to pursue this challenging feat. Your leadership epitomises this critique, and I remain forever indebted to you for providing me with your patronage, trust, guidance, self-development, and career growth opportunities.

I also extend my thanks to all of my seniors who have been the guiding light in the darkest hours of my professional career. Dr. Mohammad Khan, Danny Boutin, Arshad

Mehmood, Hasan Al Faifi, Col. Naif Allehyani, Fauzi Eleyouni and Sushanta Mohapatra, your work ethics, vision, leadership approach, deep-rooted knowledge and astute wisdom have had a profound impact on my growth and development, which in turn has been instrumental in shaping my career path and aspirations.

I hereby express my utmost gratitude to my parents, Mohammed Nishat and Zaibun Nisa, for their unwavering support, love, and countless sacrifices throughout my personal, professional, and academic journey. Your absolute dedication to my education, success, and well-being has been one of the key drivers behind my pursuit of the Doctorate. You are the ones who have always held me up, and today, it is your very shoulders on which I stand proud.

Last but not least, I am thankful to my lovely and beautiful soulmate, Rehma, for your continued belief in me and for providing me with the never-ending moral support, strength, courage, and motivation to march on steadily every single day in pursuit of achieving my dream. I am also thankful to my beloved daughter, Ayesha, whose radiant personality, immeasurable affection, and bodacious love have been a source of unspoken motivation to me. Together, you both have made countless personal sacrifices, patiently accepted my shortcomings, and yet continued to be my steadfast support system, seeing me through this remarkable journey.

Executive Summary

Critique Overview

Introduction

In today's rapidly evolving world, where volatilities, uncertainties, complexities, and ambiguities are becoming a constant in the new operating environment, effective leadership is the only transformational force that can help guide individuals, organizations, and nations towards achieving successful outcomes, realizing benefits, and creating overall value for society.

This critique represents an explorative deep dive into the researcher's public sector leadership paradigm in the contemporary context of Vision 2030 (V2030) in the Kingdom of Saudi Arabia (KSA), where leadership has taken a pivotal role, becoming the ambitious driving force behind building a prosperous nation and sustainable future.

This chapter provides a concise overview of the grounded research and empirical analysis undertaken by the researcher as he explores his research questions and seeks to validate his hypothesis.

Structure of the Critique

Chapter 1 delves into the researcher's macro context, giving a high-level summary of the evolving national context in the KSA, the gaps in public leadership and the challenges that exist due to implications of V2030. The chapter concludes by discussing what the drivers for change in leadership style are.

Chapter 2 introduces the researcher and his meso- and micro-level context, providing a perspective into his background and the roles that he has held in the last couple of years with a focus on how his leadership has evolved within those roles and responsibilities. The chapter also provides a summary of the historic feedback that he has received and his strategic arena, along with the strategic leadership issues that he has identified in his paradigm.

Chapter 3 takes a deep dive into the literature review that was conducted to understand the existing research around leadership, contextualize the researcher's context and to identify key concepts, frameworks, and methodologies to approach the research problem. This detailed review explored evolution of leadership, leadership contexts, contingent leadership, normative ethical philosophies, complexity, complex adaptive systems, and grounded theory.

Chapter 4 provides an overview of the research methodology and the research focus. The research design followed a case study research method as a method of inquiry alongside a combination of qualitative interviews and quantitative surveys. The chapter also discusses the aspects of the research's validation and reliability and how additional steps were taken to improve the quality of the research.

Chapter 5 outlines the descriptive case studies in three public sector entities where the researcher has worked in view of the embedded analysis units. It also highlights the results of the various leadership and personality assessments the researcher has taken to better understand himself. This chapter concludes with a discussion of the research findings and a synopsis of the collected and analysed data from the field research.

Chapter 6 provides a review of the componential design of the Personal Contingent Leadership Paradigm (PCLP) framework. The modelling of the approach, in addition to the personality and identity shaping inputs, are highlighted. It also provides a discussion around the evolution of the PCLP as it was being developed in the subjects undertaken by the researcher as part of his degree program. This is followed by the prioritization of the five personal core values of the researcher and the development of the relational and commercial behavioural guidance sub-processes. The preference

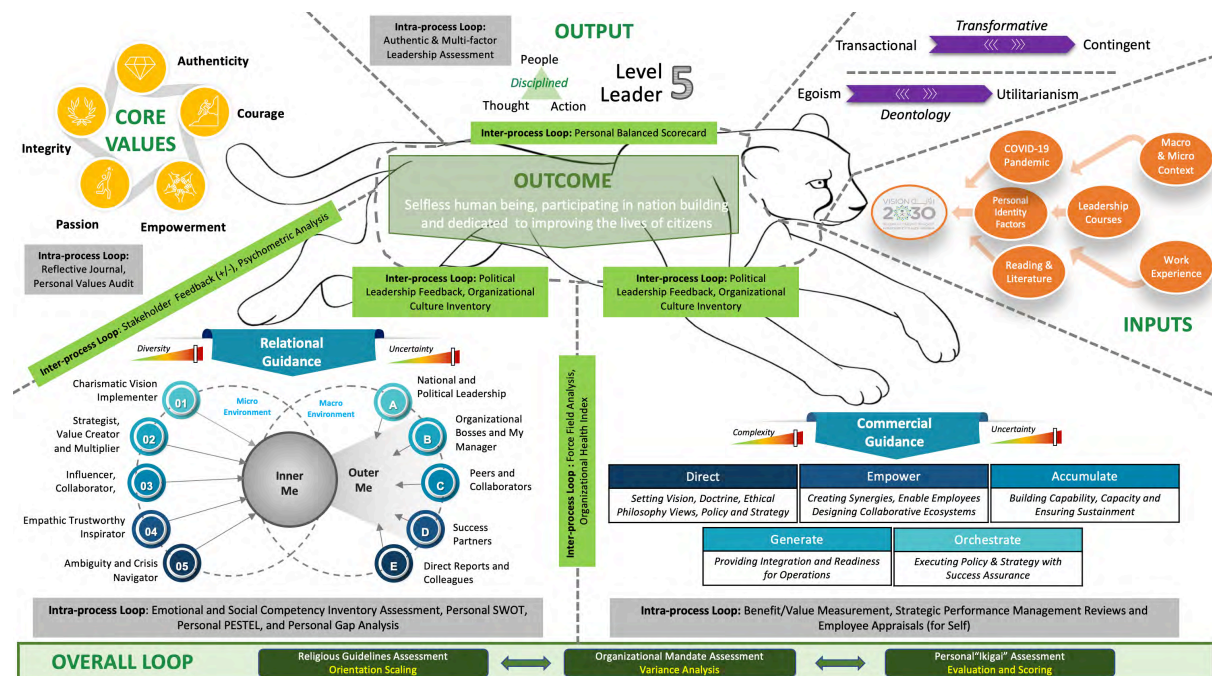
for a contingent leadership approach and the selection of a utilitarian perspective are justified. The outputs and outcomes from the leadership framework's application are discussed followed by the feedback loops and the future implications.

Chapter 7 briefly discusses a proposed conceptualized framework based on a contingent leadership approach by the researcher to help guide the emerging leaders in the paradigm of V2030 for their work of leadership.

The last chapter, **Key Findings and Future Directions**, concludes the critique and points out the contribution to the leadership practice by the researcher, his research limitations, validation of his conclusion and finally, suggests further research.

Proposed PCLP

The researcher's developed PCLP is illustrated hereunder:



Discussed further in Chapter 6, this PCLP is a personal leadership framework composed of the following elements:

1. Inputs and the prioritized core values.
2. Selection of leadership approach and a normative ethical philosophy.
3. Design of relational and commercial behavioural guidance sub-processes.
4. Leadership outputs and outcomes.
5. Intra-, Inter-, and overall process feedback loops.

Key Leadership Insights

The researcher has derived a number of leadership insights from his research. These are summarized below:

1. Leadership is a historically evolving phenomenon that yet remains to be defined. Its evolution has been shaped by historical, cultural, religious, economic, and contextual factors.
2. The choice of the normative ethical approach driven by the prioritized core values has implications on the perception of outputs and outcomes achievement from the perspectives of the leaders themselves, their followers, and the stakeholders.
3. KSA's V2030 is a unique context where emerging leadership is evolving in its microcosm. Although transformative leadership is becoming prevalent as transactional leadership is phased out, its practice leaves quite a few gaps for the public sector leaders.
4. Leadership crises, negative pressures, and organizational dissonances, as challenging and disruptive as they may be, are catalysts of change and represent a breeding ground for leadership evolution and growth.
5. Increasing self-awareness, adopting a growth mindset, building resilience, and being adaptive to the context is key to strengthening the leadership resolve.

Key Leadership Issues

The researcher has identified six strategic leadership issues that he expects to challenge his PCLP's application.

1. Overcoming Impostor Syndrome.
2. Remaining congruent with the organization and preventing any dissonance that may arise due to differences in leadership approaches and ethical guidance.
3. Establishing and activating feedback loops effectively to avoid derailment.
4. Managing the culture struggle in KSA.
5. Achieving the best adaptive fit with moving targets.
6. Building discipline in his leadership approach, development, and growth.

Contributions to Leadership Practice

The critique and its underlying research represent an inimitable contribution to the leadership practice, going beyond the theory, with regard to the emerging public leadership context in KSA, which is undergoing a massive transformation under V2030. It not only outlines a personal leadership framework but takes a step further to provide a conceptual leadership framework to other leaders.

The Leadership Supporting Portfolio represents a cross-section of the researcher's work that has enabled public sector organizations to achieve their outcomes and V2030 objectives by provisioning of leadership guidance and direction.

Summary

The researcher's journey has seen him navigate through a complex and intricate paradigm of leadership and its multifaceted impact on the public sector organizations and the citizens he has served. He has undertaken a comprehensive literature review, using a rigorous research design, applying critical analysis and insight generation techniques to explore the diverse dimensions of leadership in his given context and to provide scholarly discourse to the study of leadership.

As this voyage concludes, the researcher hopes that through the composition of this critique, he will be able to pass on to its readers the knowledge, enlightenment, and

enjoyment that he was privileged to have experienced in its research and articulation. He also hopes that he will be able to inspire the emerging leaders of tomorrow to harness the transformative power of leadership and use it for the betterment of their organizations, and their societies and to progress their nations.

Chapter 1

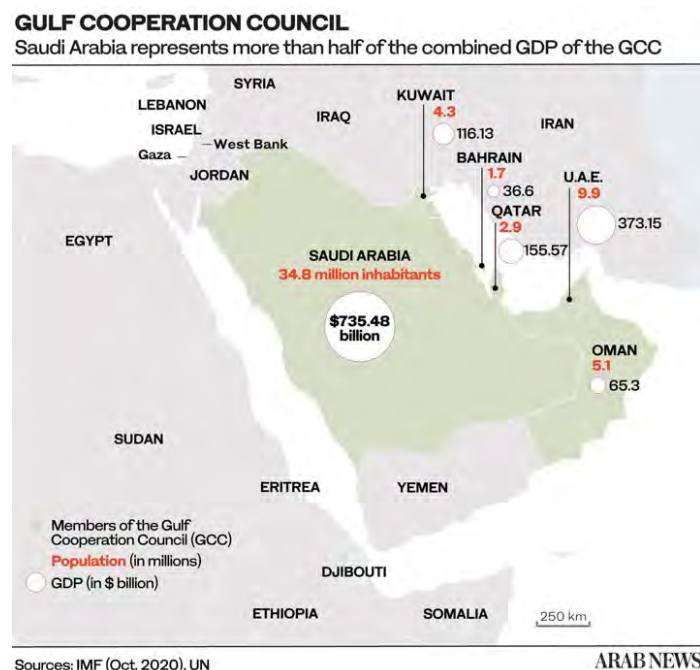
1. Overview of the Researcher's Macro Context

1.1. Introduction

This chapter aims to provide a broad overview of the external macro-level environment and context that is coming into play, morphing the leadership paradigm of the researcher who is based in the KSA and is a public sector employee.

KSA, a leading member of the Gulf Cooperative Council (GCC), is a driver of the global energy markets and a regional economic powerhouse, with its current GDP exceedingly more than half of all the GDPs of the GCC countries combined (Kane, 2021).

Figure 1: KSA and its Position within the GCC



Source: (Kane, 2021)

Delving into KSA's macro-context, this chapter is divided into three sections. In the first section, the researcher's leadership paradigm is explored from a national perspective, where macro-level changes are happening in the KSA under the ambitious V2030 blueprint.

This is followed by reviewing the various gaps in the transforming public sector leadership landscape that the researcher has observed. Finally, the possible drivers for change in the leadership paradigm in KSA are also investigated in relation to the available literature on the evolution of leadership, which is also explored in-depth as part of the Literature Review in Chapter 3.

1.2. Evolving National Context

“We try to work, only with the dreamers. This place is not for conventional people or companies.”

– HRH Prince Mohammad bin Salman

1.2.1.KSA Country Brief

KSA, unified in 1932 by its founder, His Majesty (HM) King Abdulaziz Ibn Saud, is the second largest state by land mass in the Arab world and the fifth largest state in Asia (Wikipedia, 2023). Smith (2006) classified KSA as an absolute monarchy where the King has unlimited power, and Teitelbaum et al. (2021) stated that the King's position amalgamates legislative, judicial, and executive roles. Robbers (2007) stated that the prevalent law is a non-codified 'Shariah' (Islamic law) with the 'Quran' (Islamic Holy book) with the 'Sunnah' (Prophetic teachings and traditions) forming the basis of the country's constitution, and Malbouisson (2007) added that Sunni-Islamic teachings form the basis of Saudi tradition and culture.

Driven by energy exports (63% of budget revenue and 67% of export earnings), the economy of KSA is considered to be the biggest in the Middle East and ranked eighteenth by nominal GDP (Wikipedia, 2023). Wikipedia (2023) also states that KSA has the world's second-biggest oil reserves and the fourth-largest gas reserves, making it the largest hydrocarbon exporter in the world.

Saudi Arabia also has one of the world's youngest populations, where roughly the youth make up 50% of the ~34.2 million people, with the median age being 30.8 years (Invest Saudi, 2020). 52% of the Saudi population is female, placing it in the seventh position in the world in terms of the sex ratio, trailed by five other neighbouring GCC countries (Statistics Times, 2021).

1.2.2. Political Setting

HM King Salman bin Abdulaziz ascended the throne in the KSA after the demise of his elder half-brother, HM King Abdullah bin Abdulaziz, in January 2015 (Arab News, 2015). He proceeded to appoint his son, His Royal Highness (HRH) Prince Mohammad bin Salman, as his Deputy Crown Prince with the additional portfolio of the Minister of Defence and as the President of the Council of Economic Development Affairs (CEDA). At the time of his appointment, HRH Prince Mohammad bin Salman was the youngest cabinet minister at 35 (Khan, 2015). This also signalled and ushered in a new era of youth empowerment and next-generation public sector leadership (Wasser & Martini, 2015).

Figure 2: HRH Prince Mohammad Bin Salman



Source: (bin Saud, 2022)

McKinsey, Boston Consulting Group and Booz Allen Hamilton released an advisory report to the government in December of 2015 analysing the state of affairs with the deepening oil slump, making dire economic and socio-political predictions, should the country continue to rely on oil revenues and continue on its current doctrine and strategic trajectory (Grand & Wolff, 2020).

It was during this time that the young Deputy Crown Prince saw the fragile state of the economy, took the challenge head-on, and launched Vision 2030 in April of 2016,

steering an uncharted new course for the KSA. V2030 provided a national-level blueprint that promised to bring about transformative reforms at social, political, economic, digital governance, and religious levels (Naffee, 2016). The researcher notes that with the backing of his father, HM King Salman, he meteorically rose in the ranks of the Saudi Royal Family and amassed power via allegiances to drive the transformation, quickly becoming the public face of the monarchy and KSA, both locally and internationally.

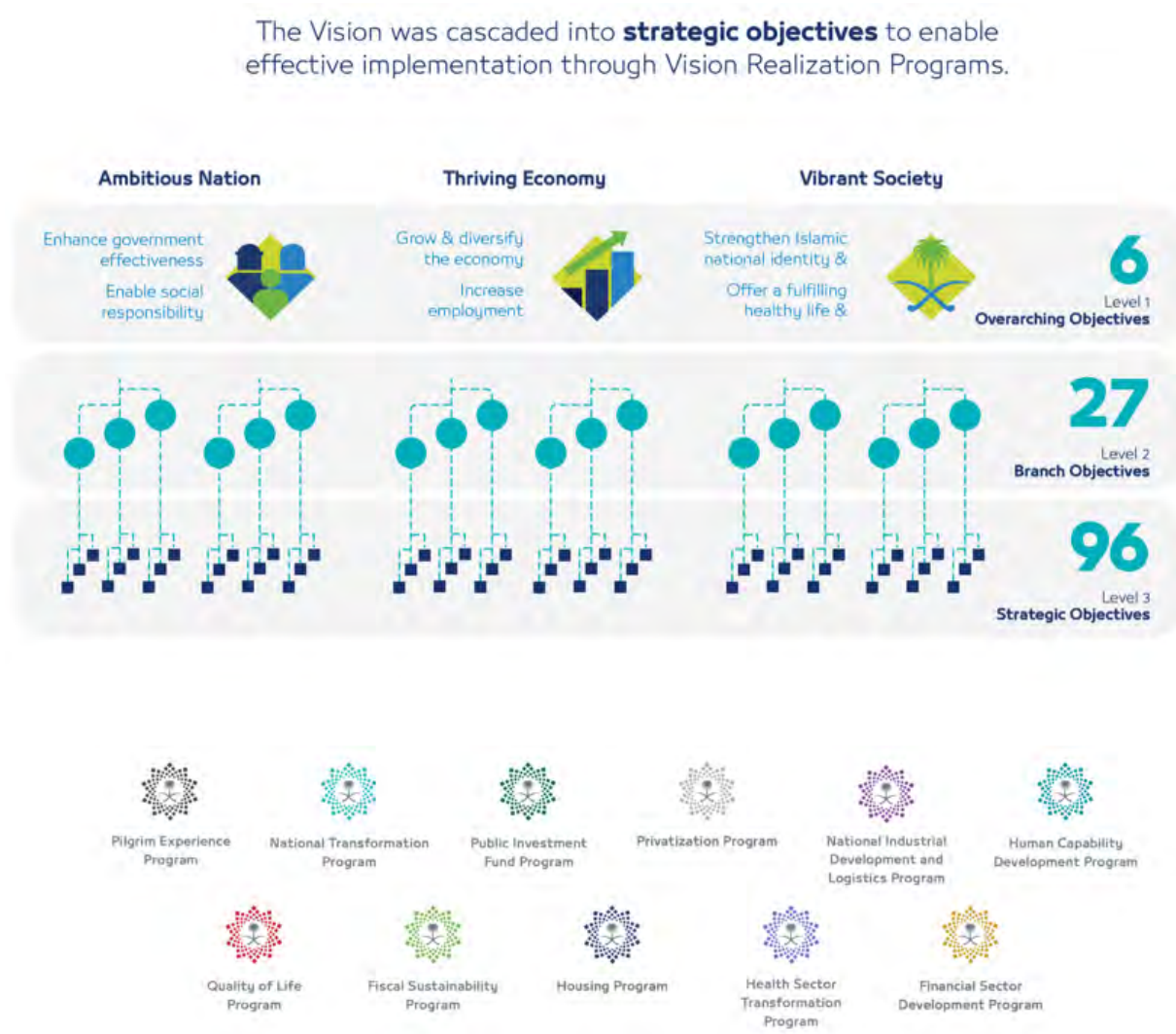
HRH Prince Mohammad bin Salman was eventually promoted to the position of Crown Prince after the dismissal of HRH Prince Mohammad bin Nayef in November 2017 (Arab News, 2017). By 2020, he was being termed as the de-facto ruler of KSA and the power behind the throne by many analysts and media outlets alike (BBC News, 2020). In September of 2022, HM the King gave up his Prime Minister role to HRH Prince Mohammad bin Salman, boosting his authority even further and signalling a possible near future abdication to the throne as well (Henderson, 2022).

1.2.3. Shifting the Sands of Time in the KSA – Vision 2030

Signalling a fundamental paradigm shift in the way KSA was ruled, V2030 was built on three pillars: (1) an 'Ambitious Nation' that is effectively governed and responsibly enabled, (2) a 'Thriving Economy' with rewarding opportunities, investments for the long term, open for business and one that is leveraging its position, and a (3) 'Vibrant Society' that has strong roots, fulfilling lives and strong foundations (CEDA, 2022). Based on these pillars, the blueprint was further divided into 33 themes.

To achieve the vision, six overreaching objectives were set: (I) Enhancing government effectiveness, (II) Growing and diversifying the economy, (III) Increasing employment, (IV) Offering a fulfilling and healthy life, (V) Enabling social responsibility and (VI) Strengthening Islamic and national identity (CEDA, 2016). These objectives were bifurcated into 27 level-two Branched Objectives (BO), further divided into 96 level-three Strategic Objectives (SO). The V2030 Blueprint is illustrated in the figure on the next page.

Figure 3: Vision 2030 Blueprint



Source: (CEDA, 2016)

Vision Realization Programs (VRP), in collaboration and feedback from 24 participating government entities, were defined for public sectors to align their activities via well-defined delivery programs with set Key Performance Indicators (KPI) and Key Performance Targets (KPT) tied to five-year milestones (CEDA, 2023). These programs would typically include Strategic Initiatives (SI) structured around building enablers, designing, and integrating stakeholder ecosystems, enhancing the operating model of the entity, improving infrastructure, broadening service architecture, local capacity, and capability building, enhancing spending efficiency, culture change, digital transformation, enriching beneficiary (citizen) experience and establishing international partnerships.

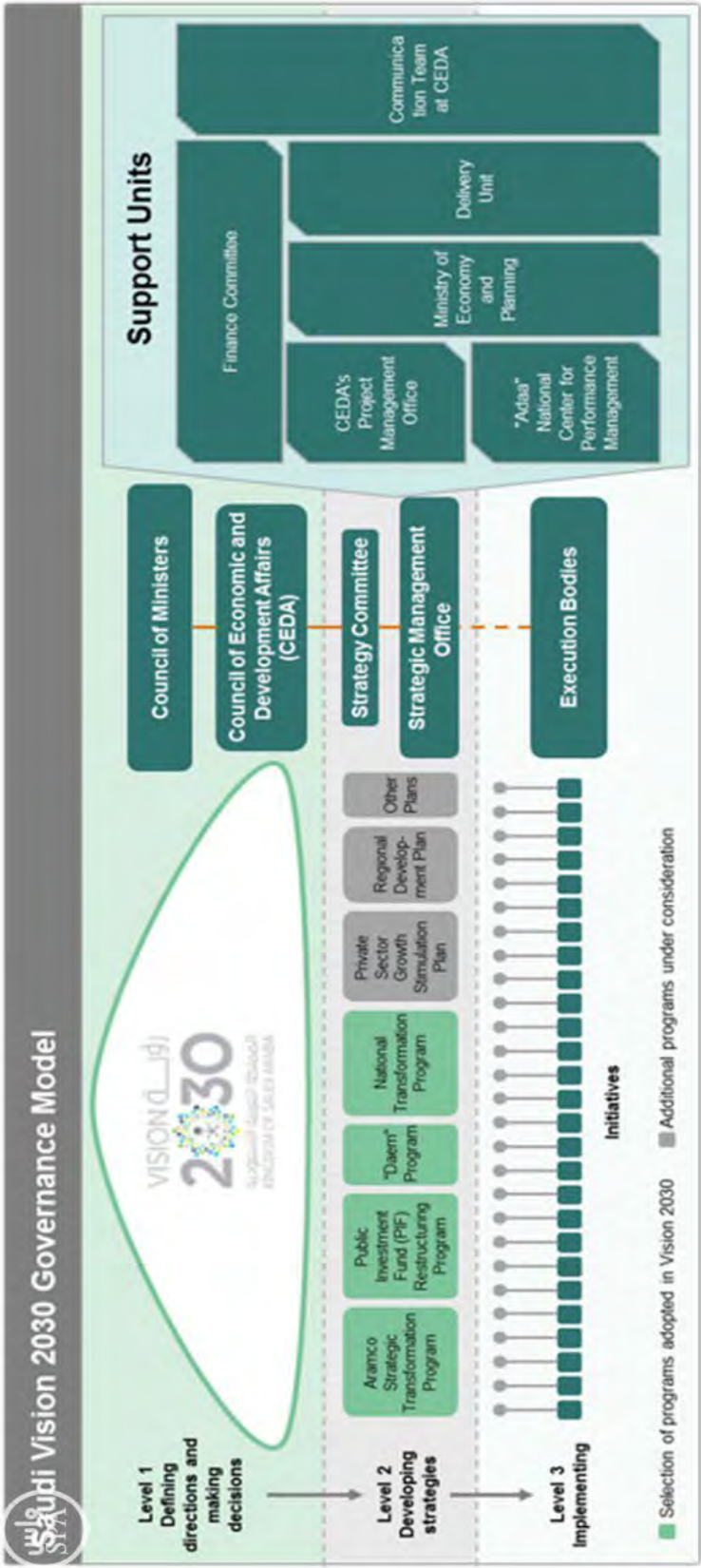
The rollout of V2030 through these VRPs was planned in distinct phases, mandating the participation of all 23 Ministries along with 151 other Authorities, Commissions, Bureaus, Centres and National Companies. Each of these phases (unique to each entity) was linked with the overall stage of national transformation, having distinct characteristics, contexts and, therefore, the actions needed to be done. From an approximated timeline perspective, these phases can be defined as follows:

- Phase 1 – Envision and Enable (2016 - 2020)
- Phase 2 – Transform (2021 – 2025)
- Phase 3 – Optimize (2026 - 2029)
- Phase 4 – Sustain and Evolve (2030+)

Phase 1 could be considered as the most difficult phase where awareness was being created for the critical need to change ('do or die') and concurrently the desire for the change was being ignited. Based on Kubler-Ross's change management framework, this is where the government was faced with denial, anger, and resistance to change at institutional and individual levels. For this phase, a National Transformation Plan (NTP) was launched with 37 SOs, 316 KPIs and 433 SIs to primarily build the enabling ecosystems, institutional capacities, and across-government capabilities (Vision2030, 2016).

To govern the V2030's rollout, CEDA was established in 2016 by a Royal Decree with a mandate to oversee "economic and developmental issues, in addition to coordinating them in a way that helps the state to unify its orientations in all matters relating to economy and development" (GOV.SA, 2023a). To oversee the V2030's performance, the National Center for Performance Management (NCPM) was also established with a mission to "implement processes that measure public entity performance and offer the support to achieve the Kingdom's Vision 2030, associated development plans, and improve communication with beneficiaries" (Aadaa, 2023). The governance structure is illustrated on the next page:

Figure 4: Vision 2030 Governance Model



Source: (SPA, 2016)

HM King Salman decreed each Ministerial body to adopt the NTP, develop their VRPs, and initiate the transformation process needed to achieve organizational readiness status by 2020 to launch into the next phase of the V2030. Vision Realization Offices (VRO) served as CEDA's own project management arms within the ministries to provide support to the leadership, taking on the role of Center of Excellences (CoE). Each Ministry also formed its own execution body in the form of a Transformation Management Office (TMO) to execute the NTP and, eventually, the VRP. Under the TMOs, particularized Target Operating (TOM) Models were defined that would enable the readiness to launch V2030 and various SI were executed to transition away from the Current Operating Model (COM) to the future TOM. For reference purposes, TOM were the new 'playbook' for defining Ministerial level Governance, Organizational Design, Resources, Policies & Procedures, and Systems known as (GORPS).

Three criteria mattered the most when selecting the new public sector leaders (Ministers, Governors, Chiefs, Heads, Advisors, and their Deputies) of V2030; their loyalty to HRH Mohammad bin Salman, their willingness to change and their merit. Whitehead (2023), quoting Davidson, a widely published expert on Saudi and GCC region statecraft, on loyalty and meritocracy, stated, "In regimes which are one-man shows, like Saudi Arabia, it's a trend to take people from relative obscurity and build them up very quickly. It ensures their loyalty will not swerve. There's no rival power they're connected to. They owe their meteoric rise entirely to you." Whitehead (2023) also quoted Davidson stating, "(bin Salman) wanted to promote people who were not connected to the bloated regimes of the past,"

The researcher recapitulates that this was the first time in the public sector of KSA that management by strategic objectives (similar to Management by Objectives of MBO) was taking place in a tightly integrated performance management framework using Balanced Scorecards (BSC) and Performance Dashboards in a rigidly enforced meticulous governance model.

1.3. Gaps in Leadership

“My dream as a young man in Saudi Arabia, and the dreams of men in Saudi Arabia are so many, and I try to compete with them and their dreams, and they compete with mine, to create a better Saudi Arabia.”

– HRH Prince Mohammad bin Salman

With the changes that were happening at a very rapid pace, the public sector leaders were now faced with a novel challenge to address macro-level ‘Wicked Problems’ in a new ‘Vulnerable, Uncertain, Complex and Ambiguous’ (VUCA) world as characterized by Bennett, N., & Lemoine, G. J. (2014). These organizational leaders, from the very Ministerial level to the Director General level did not have the experience, knowledge, or skills to navigate this complexity. Neither was there a global benchmark of this scale to fall back upon, and now, the majority of these leaders, facing a steep learning curve with compressed time frames, were playing catch up.

However, HRH Prince Mohammad bin Salman, continuing the ramping up the pace of change, stated, “I fear that the day I die, I am going to die without accomplishing what I have in my mind” and that “Life is too short, and a lot of things can happen, and I am really keen to see it with my own eyes – and that is why I am in a hurry,” showing no intention for slowing down (Friedman, 2017).

There was also a circumscription for change in the leadership ethics, styles, behaviours, and characteristics in order to work with HRH Prince Mohammad bin Salman, which was to permutate from a stringent autocratic transactional style of leadership and adopt a flexible affiliated transformational style that is completely citizen centric. Leaders who resisted change ignored the shift, were unable to adapt or, worst, intentionally derailed the process were shunned – which is evidenced by the numerous cabinet, ministerial and directorate level shuffles in recent years.

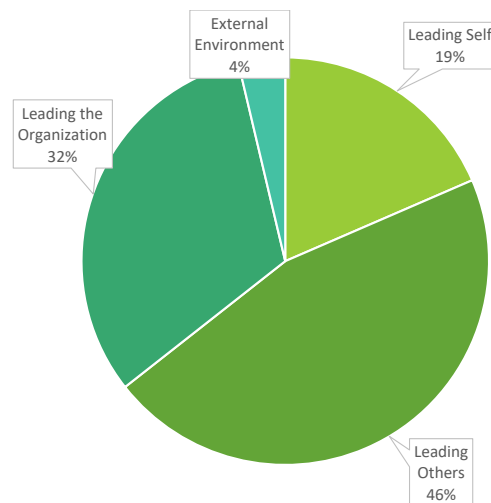
1.3.1.KSA's Public Leadership Challenges and Gaps

The Center for Creative Leadership (CCL) is one of the prominent institutes that are working very closely with the public administration of KSA to help develop the public sector leaders of tomorrow, alongside other institutes offering certification/diploma programs and universities offering their executive leadership development programs.

CCL conducted a survey of 192 senior leaders in KSA, out of which roughly 20% were in the public sector. In addition, CCL also gathered and compiled data from over 166 surveys conducted in the KSA over time.

Based on the analysis of this survey data, Altman et al. (2020) defined four specific leadership challenges that the leaders in the KSA have reported facing; these are depicted in the pie chart hereunder.

Figure 5: Specific Leadership Challenges for KSA Public Sector Leaders



Data Sourced from (Altman et al., 2020)

The majority of leaders stated that their biggest challenge in the V2030 context is leading others. CCL takes this to include leading a team or group, establishing influence, leading across multiple stakeholder groups, and leading own subordinates (Altman et al., 2020). The next major challenge reported was that of leading an organization undergoing a rapid and massive transformation in terms of its mandate,

strategy, operating model, and performance targets. CCL takes this to include talent management, strategic issues, and complexity in business operations (Altman et al., 2020). This was followed by the difficulty in self-leadership. CCL takes this to include situational awareness, selection of appropriate styles and behaviours, prioritization, and time management (Altman et al., 2020).

Finally, a few leaders also reported challenges with the external environment, which, according to CCL, may include regulatory, economic, and technological challenges (Altman et al., 2020). However, given the magnitude of change and the impact that the KSA is witnessing, these will also include social, political, and, in some cases, religious aspects.

In this report, based on the leadership survey feedback, Altman et al. (2020) stated five factors that can lead to career derailment for public sector leaders in KSA:

1. Failing to meet set business objectives that are related to the overall strategic objectives of the V2030 transformation program.
2. Being overly specialized or too technical, lacking the depth and breadth needed to lead in a complex, multifaceted environment.
3. Failing to quickly build, effectively manage and intrinsically/extrinsically motivate a versatile, high-performance team(s) in the newly created position.
4. Having hardships in developing, nurturing, and maturing interpersonal relationships with immediate superiors, Ministerial executives, public sector stakeholders, citizens, peers, and direct reports.
5. Resisting change, development, growth, and transformation within the domain of their control and operation within an existing position.

CCL and their research team then compiled a table to illustrate the gaps by illustrating the perceived importance and the actual effectiveness of the top fifteen competencies that were deemed necessary for the leaders (which they lacked or were weak in). This is presented in the illustration on the next page:

Figure 6: Leadership Competency Gaps in KSA Public Sector Leaders

Importance Rank Order		Mean Effectiveness Rank Order
Green (Higher Importance, Higher Effectiveness) ^a		
1	Communication	4
2	Influencing Higher Management	1
6	Learning Agility	3
3	Influence Across Organizations	7
4	Implementing Change	6
Yellow (Lower Importance, Higher Effectiveness)		
11	Acting Systemically	5
9	Broad Organizational Perspective	2
10	Respond to Complexity	8
Red (Higher Importance, Lower Effectiveness)		
5	Selecting/Developing Others	11
7	Self-Awareness	10
8	Negotiation	13
Gray (Lower Importance, Lower Effectiveness)		
12	Resiliency	14
13	Taking Risks	12
14	Balance between Life and Work	15
15	Managing Globally Dispersed Teams	9

Source: (Altman et al., 2020)

To close these gaps, CCL recommended understanding leadership as a collaborative exercise, creating high-performing teams, taking risks, showing resiliency, and managing work-life integration effectively.

In response, Mohammad bin Salman Foundation (MISK), a non-profit organization established by HRH the Crown Prince, has, in collaboration with leading institutes and consultants, launched its own V2030 public leaders' leadership development program. Senior public sector leaders are highly encouraged to enrol in the state-funded program to help them close their leadership gaps. MISK (Misk, 2023) details the outline of the program in seven stages as follows:

1. Awareness – Learning to discover trends and leading oneself.
2. Discovery – Learning to understand the needs and leading others.

3. Building – Learning creativity and value deployment.
4. Growth – Learning to lead organizations and scaling up.
5. Evolving – Learning to ideate for the future and managing change.
6. Capstone Project – Solving a V2030 challenge.
7. Continued and Inter-session Executive Coaching.

The researcher takes the position that since the program is tailored to the environmental context of KSA and specific to public sector administration with the aim to enhance the knowledge, skill, and abilities (for both amplifying strengths and overcoming weaknesses) of the appointed leaders, the gaps are therefore correlated to the outline of the program.

1.3.2. Leadership Learning and Adapting

Kolb's learning cycle documents the classical approach of experiential learning, starting with 'Concrete Experience' (having the actual experience), followed by 'Reflective Observation' (reflecting on the experience), 'Abstract Conceptualization' (learning from the experience) and ending with 'Active Experimentation where one executes what they have learned (Mughal & Zafar, 2011). The University of Newcastle, in their Leadership Framework Development Guide, states that only 10% of learning takes place with education and 20% through exposure to others, whilst 70% of learning comes from experience in their 70:20:10 rule (University of Newcastle, 2022).

However, this proves to be difficult, as with the emerging future with V2030 being rolled out in the KSA, the public sector leaders are facing a unique context, to which they do not individually or collectively have an experience, do not have access to others who have done so in the past in the given capacity and limited knowledge on transformation and leadership.

Scharmer (2000) stated that traditional learning and adapting models rely primarily on the learnings from past experiences of self and others followed by enacting appropriate behaviours in the new context; however, this may not be relevant for

effectiveness and success in a given scenario of the new 'New Economy' due to lack of experience and/or knowledge.

Scharmer (2000) proposed that organization and individual learning and adapting can take place by developing a new cognitive ability that allows one to adapt to the context of today by learning from the future as it emerges. Calling it "Presencing," Scharmer's alternatively proposed cycle recommends the building of capacity for seeing, sensing, embodying and finally enacting (Scharmer, 2000).

The researcher, in his context, sees a dire need where leadership experience can either be substituted, accelerated, or catalysed to fill in the gap.

1.4. Drivers for Change in Leadership Style

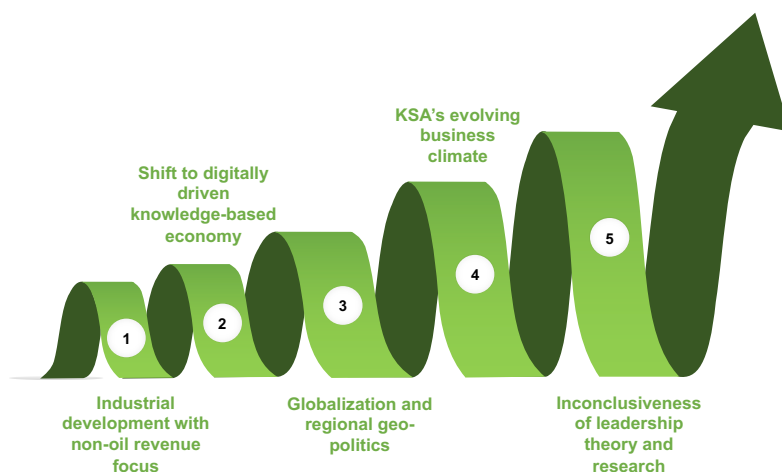
“Success is not final; failure is not fatal: it is the courage to continue that counts.”

– Sir Winston Churchill

It can be stated that the leaders operating within the realms of the national context of KSA facing gaps in their leadership approaches are ‘operating at the edge of chaos’ in a turbulent environment within a diverse ecosystem. What has worked historically will not work today and not in the future. There is an inherent need to continue to adapt to a leadership style that will be able to sustainably create value and realize benefits for the individual, their organization, the citizens, and the country.

Hughes et al. (2002, p.6-8) stated that leadership theory can be thought of a framework for understanding the dynamics of different elements that directs research towards a more holistic and structure methodology of contemplating the phenomena. Two key elements emerge from decomposing this statement: the phenomena and the variables. The ‘phenomenal’ aspects are discussed in Chapter 3 under “Evolution of Leadership” by undertaking a literature review, with this section focusing on the ‘variables’, that possibly serve as the drivers, illustrated hereunder, underpinning the need to change in style.

Figure 7: Drivers for Change in Leadership Style for KSA's public sector under V2030



- **Driver 1 – Industrial development with a focus on non-oil revenue.**

KSA is in the process of boosting its industrial sector. One of the VRPs is the National Industrial Development and Logistics Program, whose objective is to “transform Saudi Arabia into a leading industrial powerhouse and a global logistics hub by maximizing the value of its mining and energy sectors while unlocking the full potential of local content and the 4th Industrial Revolution (4IR).” (CEDA, 2023).

The VRP, henceforth, focuses on the energy, mining, logistics and industrial manufacturing sectors driven by the private sector to wean the KSA economy's dependence on oil exports and government spending, signalling a shift in the national strategy. Economic Intelligence reported that KSA is re-doubling its efforts to establish the industrial sector with the aim of unlocking potential in renewable energy, advanced light manufacturing, building materials biotechnology, pharmaceuticals, automotive and military industries (EIU, 2021).

Podolny et al. (2004) documented the fascination of early theorists with the emerging tension between traditional institutions (e.g., community) and evolving institutions (e.g., business organizations) along with the meaning-making function of leadership and noted the shift in focus for newer theorists on additional variables affecting the leadership paradigms.

- **Driver 2 – Intent to shift to a digitally driven and knowledge-based economy.**

Under V2030, KSA established a Digital Government Authority (DGA) in March 2021 that aims to facilitate, accelerate, and catalyse the uptake of digital transformation and emerging technologies by the public sector (DGA, 2023). Also, under V2030, KSA established the Saudi Data and Artificial Intelligence Authority (SDAIA) in August 2019 to create enablers, promote, enforce and regulate the adoption of Artificial Intelligence, Machine Learning, Data Analytics and Big Data in the public sector with the aim to establish KSA as a leader in

the elite league of data-driven economies (SDAIA, 2023). Ernst and Young reported that KSA is establishing a modern state with digital technology at the heart of its transformation, focusing on digital public services and a thriving private technology sector, and this very step is changing the fabric of the nation (EY, 2023).

Merritt (2016) stated that innovation, disruption, and digital transformation brought about by the Knowledge Era have transformed the focus from industrial work to intellectual work, similar to the Industrial eras, which had witnessed the shifting of focus from manual work to mechanized work. Uhl-Bien et al. (2007) furthered this notion by stating that given the characteristics of the knowledge-based economy, the previous leadership theories and models no longer remain suited to achieve leadership outcomes.

- **Driver 3 – Globalization of markets and geo-political situation of the region.**

KSA, already part of the G20 nations, aims to become one of the top 15 largest economies of the world under V2030 (CEDA, 2016). V2030 also aims to put KSA in the top 10 countries in the Global Competitiveness Index and increase Foreign Direct Investment to 5.7% of GDP, which currently sits at 1% (CEDA, 2016). Mercer, in this regard, reported that V2030 and the transforming KSA have had a profound impact on the globalized economy, with its local investors, industry and its sovereign fund experiencing internationalization and the foreign investors' access to one of the most promising global economies (Mercer, 2019).

Jones & Miller (2010) noted that with the rapidly changing world, there is a need for diverse kinds of global leadership, and this need is now a 'matter of survival'. Perez (2017) stated that leadership literature is limited regarding how globalization has impacted the leadership process, how national leaders would conduct themselves across borders, and the impact of political, economic, social, technical, environmental, and legal issues that need consideration.

- **Driver 4 – Evolving business climate in the KSA.**

The government of KSA used to be the main driver of economic flourishing by public spending, and this is changing with the launch of the Fiscal National Transformation, Public Investment Fund, and the Privatization VRPs. V2030 aims at increasing the contribution of the private sector towards the country's GDP by facilitating regulations, policies, and procedures, improving access to finances and financial products, provisioning of world-class infrastructure and resources and modernizing the labour force and its governing systems amongst other initiatives (CEDA, 2016).

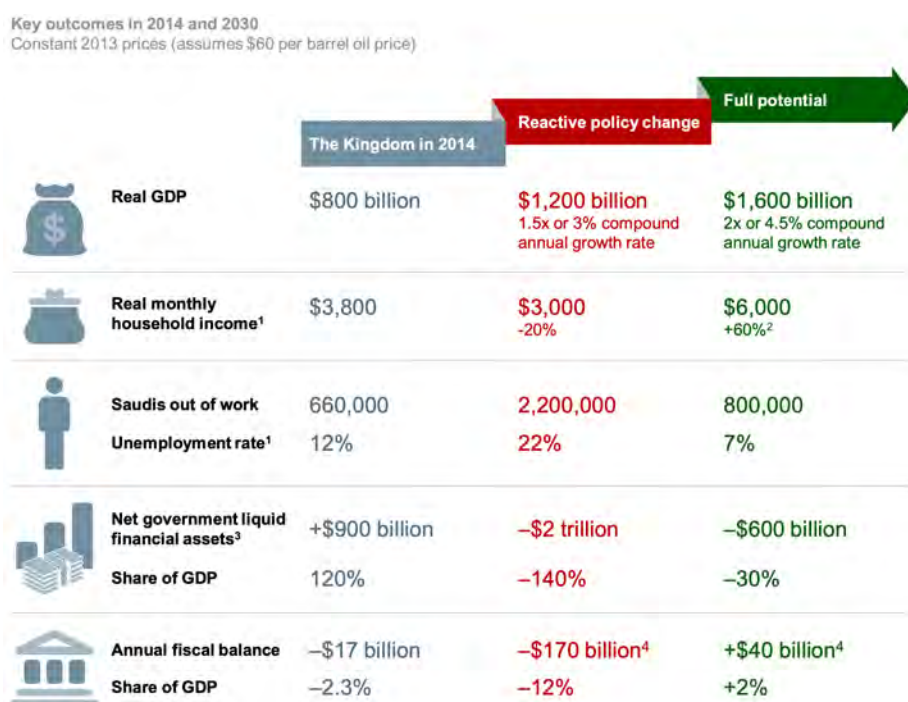
Sarros et al. (1999) stated that the research around leadership theories and their constant evolution can be correlated with the paradigm shifts in the context and environments where leadership is executed. Tapscott (1996) discussed the same drivers in relation to the business process re-engineering and total quality movements in the 80s and 90s, which have a positive correlation with the evolution of leadership.

- **Driver 5 – Inconclusiveness of leadership theory and research.**

King (1990) postulated that each new leadership era with pursuant periods came into being after realization that the existing theories, frameworks, and models were simply inadequate to explain the phenomenon of leadership.

McKinsey Global Institute presented an analysis of the position of the KSA in 2014, what would happen if the leadership continued doing Business as Usual (BAU) with reactive policy changes, and what would happen if they moved ahead with the transformation and realize their full potential by 2030. This very report, forming the trigger to and the base of V2030, recommended (in broader terms) the public sector to focus on modernization, the private sector to have innovative business models and for citizens to have more choices with added responsibility in order to achieve the desired outcome by 2030 (McKinsey Global Institute, 2015). This is depicted in the illustration on the next page.

Figure 8: Two Pathways and their Key Outcomes for KSA by 2030



Source: (McKinsey Global Institute, 2015)

With these changes and drivers in motion, the style and approach to leadership along with the associated characteristics, behaviours, values, and ethics, have come into the spotlight for leaders in the public sector of KSA. Although many elements of transformational leadership and some remnants of transactional leadership are present and applicable, with the change becoming a constant phenomenon in the paradigm, effective leadership techniques will need to be revisited.

1.5. Summary

Given the national context of KSA and the hard-line precipitous rollout of V2030 that has been observed in the first phase of the national transformation, the current phase has been promised to be even more aggressive, with a wider impact. Public sector leaders who had been inducted in and bred with an autocratic, transactional style need to adapt quickly to the changes in 'biblical proportions' that are happening in their external and internal contexts. Transformational leadership, with its idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation, maybe the immediate go-to style but may not hold the key to sustained effectiveness.

While heredity factors of Saudis (ethnicity and gender, etc.) and environmental factors in KSA (education and culture, etc.) play a significant role, it is beyond doubt that the national context now has an impact, on how leadership needs to be conducted. Quite a few traits come to the researcher's mind as to what a V2030 leader should display and conform to

1. From both a modernization and technological perspective: ideation, innovation, disruption, creativity, and design thinking.
2. From a business and operation perspective: citizen centricity, proactiveness, resilience, agility, perseverance, risk-taking, and adaptability.
3. From a governance and control perspective: ethics, transparency, collaboration, influence, and accountability.
4. From a personality perspective: competence, trustworthiness, being inspirational, empathy, and authenticity.

The chapter on Literature Review will seek to shed light on to various domains of leadership knowledge to help the researcher in assessing the various external components of his PCLP and the style of leadership that should be adopted by the researcher given the context in which he operates.

Chapter 2

2. Researcher's Leadership Journey and Micro Context

2.1. Introduction

Following on from the macro-context, this chapter provides an overview of the leadership journey of the researcher and the micro context (organizational and personal) in which he currently operates.

The first section presents an overview of his background, whereas the second and third sections exhibit his professional journey from playing a team contributor role in 2003 to an enterprise management role by 2007 and finally transitioning into a leadership role by 2015. Each change brought with it the need for improving knowledge, skill, and abilities, re-direction of focus from output to outcome to benefit and then to value, and finally, 'seismic' shifts in behavioural requirements.

The concluding section of this chapter presents the researcher's Strategic Arena Network (SAN) mapping, followed by the review of his own organizational context within the transforming organization, along with the identified strategic issues that pose a threat to or are a weakness for his leadership.

2.2. About the Researcher

“Knowing yourself is the beginning of all wisdom...”

– Aristotle

The researcher is an expat living in the KSA for the past four decades. Born to Pakistani parents, who were already residing in KSA, he completed his entire schooling at Manarat al-Riyadh International Schools, one of the leading English language private schools in KSA at the time.

Islamic teachings at school and the strict societal values in KSA since early childhood and throughout his teenage years had a profound influence on the development of the researcher. Although the researcher inherited the Indo-subcontinent ethnic background from his parents, but growing up in KSA, the Arabian traditions, along with the Saudi culture and norms, were predominant in his behavioural interactions.

Access to the Internet was announced for the first time in KSA in 1997 while the researcher was in high school, sparking his interest in technology. In the summer of 1998, he took on his first placement in one of the leading computer hardware and networking companies in Riyadh, Digi-Net, learning to assemble desktops, install business software, deploy small scale local area networks, and troubleshooting solutions. He decided to return a year later, in 1999, after graduating from high school, to spend his summers at Digi-Net before going to university. By then, KSA had launched the Internet publicly. These internships laid the foundation that then continued to shape the choices that he made later for his academic journey.

Enrolling in the University of Huddersfield, United Kingdom, he completed his bachelor's degree in software development (Honours) in 2003 and returned to KSA to start his professional career.

In the last two decades, his work spanned Information Technology, Telecommunications, Energy, Security, Public Housing, and the Defence domains in

both the private and public sectors of KSA, details of which are discussed in the next section, relevant to the leadership journey. Having a go at innovation and disruption, he also co-founded a technology start-up in KSA in 2021.

To keep abreast with the knowledge, update his skills and improve his abilities as he progressed in more senior roles, he attempted and cleared a number of professional certifications in Portfolio/Program/Project Management, Quality Assurance, Performance Management, Strategy, Digital Transformation, Business Analysis, Data Analytics, Change Management and Governance, Risk & Compliance.

In 2018, he also completed the Certificate of Management Excellence from Harvard Business School, United States, which heightened his interest in citizen-centric benefit realization and national-level value creation through leadership development.

With an ever-increasing portfolio of responsibilities and the nature of job requirements, the researcher decided to advance himself academically and completed his master's degree in business administration with a major in Technology from the University of New South Wales, Australia, in 2021.

However, this still did not seem enough. V2030 and the mega transformation that it was heralding at the macro and micro levels, in addition to the potential impact that the researcher could potentially create given his position, fuelled his quest to take on the apex challenge of his academic and professional development journey, the Doctorate in Business Leadership (DBL) in 2022 from Torrens University, Australia.

2.3. Evolution of Leadership - Roles and Industries

“We keep moving forward, opening new doors, and doing new things because we're curious and curiosity keeps leading us down new paths.”

– Walt Disney

While Bush (2008) critically explores the transition from management to leadership as an impact creating role shaping outcomes, Watkins (2012), a career transition expert and researcher, discusses the transition of an employee from a manager to a leader by navigating what he calls the seven seismic shifts: Specialist to Generalist, Analyst to Integrator, Tactician to Strategist, Bricklayer to Architect, Problem Solver to Agenda Setter, Warrior to Diplomat, Supporting Cast Member to Lead Role. These shifts will be used to provide a perspective into the researcher's leadership evolution through his progression in each of his roles.

Two of the major externalities impacting the researcher's leadership are the V2030 transformation drives (macro) and the presence of VUCA in the organization's operating environment (micro), presenting unique challenges in his leadership paradigm. These will also be identified in each of his roles.

2.3.1. Private Sector

Aug 2003 – May 2007 Head, Information Technology
Domain: Information Technology *Organization: Raem Group, KSA*

This was the researcher's first job after graduation. His core role was to supervise the IT team responsible for designing and delivering technology solutions (hardware and software) and providing associated support services to third parties. In some instances, with large clients or public sector entities, the researcher also played commercial support roles. The researcher's team spanned up to 10 direct employees, mostly consisting of technical skilled staff (~80%) and some semi-skilled staff (~20%).

The table below depicts the seismic shifts, the existence of VUCA and the impact of V2030.

Table 1- Leadership Dynamics Overview in Raem

Seismic Shifts			Existence of VUCA			
Expertise	Specialist	Generalist				
Function	Analyst	Integrator				
Planning	Tactician	Strategist				
Execution	Bricklayer	Architect				
Approach	Problem Solver	Agenda Setter				
Personality	Warrior	Diplomat				
Team Role	Support Cast	Lead Role				
			V2030 Impact			

May 2007 – Dec 2011 Technical Manager

Domain: Telecommunications

Organization: Pan Gulf Holding, KSA

This opportunity presented a new challenge in a different domain and required a different area of expertise as well. The researcher was responsible for deploying end-to-end telecommunication wireless and wired backbone, distribution, and last mile infrastructure. This included the need to manage civil, electrical, and mechanical works in addition to the technology side. The researcher was also responsible for playing commercial and administrative support roles as part of his job requirements. The researcher's team spanned up to 100 direct employees made up of technically skilled staff (~20%), semi-skilled staff (~50%) and unskilled labour (~30%). The table below depicts the seismic shifts, the existence of VUCA and the impact of V2030.

Table 2 - Leadership Dynamics Overview in Pan Gulf

Seismic Shifts			Existence of VUCA			
Expertise	Specialist	Generalist				
Function	Analyst	Integrator				
Planning	Tactician	Strategist				
Execution	Bricklayer	Architect				
Approach	Problem Solver	Agenda Setter				
Personality	Warrior	Diplomat				
Team Role	Support Cast	Lead Role				
			V2030 Impact			

Jan 2012 – Jan 2013 FTTH Projects Manager*Domain: Telecommunications**Organization: Mozoon Group, KSA*

This role was similar to the one with Pan Gulf, with the only change being that the researcher was to build, operationalize and manage a new business unit within the group for a new business line that was being explored by the Group. The researcher was required to manage a core internal technical team and a large group of subcontractors to whom the civil, electrical, mechanical and telecom works were outsourced. The researcher's internal team spanned up to 250 direct employees made up of technically skilled staff (~70%) and semi-skilled staff (~30%). The table below depicts the seismic shifts, the existence of VUCA and the impact of V2030.

Table 3 - Leadership Dynamics Overview in Mozoon

Seismic Shifts			Existence of VUCA			
Expertise	Specialist	Generalist	Nil Low Mid High			
Function	Analyst	Integrator				
Planning	Tactician	Strategist	Nil Low Mid High			
Execution	Bricklayer	Architect				
Approach	Problem Solver	Agenda Setter	Nil Low Mid High			
Personality	Warrior	Diplomat				
Team Role	Support Cast	Lead Role				

Jan 2013 – May 2015 Program Head / Regional Manager*Domain: Telecommunications**Organization: Trans Telecoms, KSA*

In terms of domain and responsibilities, this role was similar to the last two roles with the exception that this was a much larger organization and spread out nationally. The researcher was responsible for managing the Eastern and Western regions of KSA while being based out of the Central region to lead a new critical communication infrastructure government contract that was being established as a program in the headquarters.

The researcher was first exposed to leadership responsibilities in this role. The researcher's team spanned up to 1500 direct employees made up of technically skilled

staff (~40%) and semi-skilled staff (~60%). The table hereunder depicts the seismic shifts, the existence of VUCA and the impact of V2030.

Table 4 - Leadership Dynamics Overview in Trans Telecoms

Seismic Shifts		
Expertise	Specialist	Generalist
Function	Analyst	Integrator
Planning	Tactician	Strategist
Execution	Bricklayer	Architect
Approach	Problem Solver	Agenda Setter
Personality	Warrior	Diplomat
Team Role	Support Cast	Lead Role

Existence of VUCA			
Nil	Low	Mid	High

V2030 Impact			
Nil	Low	Mid	High

2.3.2. Public Sector

May 2015 – May 2017 Senior Projects Manager
Domain: Security *Organization: Ministry of Interior, KSA*

The position in the Ministry of Interior (Mol) was the first position in the researcher's career that provided him a real opportunity of practicing leadership and that too in the public sector in an entirely different domain. The role of the researcher was to lead a number of national-level security and technology mega projects for the various agencies of the Ministry under a classified modernization program.

The impact of the program was geared towards enhancement of national security and the improvement of digital citizen services.

The directorate, whose leadership team the researcher was a crucial part of, was awarded the prestigious excellence award for the Best Government Modernization Initiative in the National Absher Forum in 2017.

The researcher had a mixed team of civilians and military personnel that spanned up to 20 direct employees made up of managerial staff (~30%) and highly skilled staff

(~70%). The table hereunder depicts the seismic shifts, the existence of VUCA and the impact of V2030.

Table 5 - Leadership Dynamics Overview in MoI

Seismic Shifts		
Expertise	Specialist	Generalist
Function	Analyst	Integrator
Planning	Tactician	Strategist
Execution	Bricklayer	Architect
Approach	Problem Solver	Agenda Setter
Personality	Warrior	Diplomat
Team Role	Support Cast	Lead Role

Existence of VUCA			
Nil	Low	Mid	High

V2030 Impact			
Nil	Low	Mid	High

June 2017 – Aug 2019 Director Performance Management
Domain: Public Housing *Organization: National Housing Company, KSA*

The organization was an execution arm owned by the Ministry of Housing (MoHo), serving as the second leadership opportunity for the researcher that was considerably the greatest in terms of delivering benefits and driving citizen impact. This was also in a domain which had little linkage to the researcher's knowledge and experience. The researcher participated in the planning, designing, execution and management of the Housing VRP under V2030. He also oversaw the establishment and performance of six core programs (Homeowner Association, Title Sub-division, Sustainability, Saudi Real Estate Institute, Housing Public Private Partnership, Public Housing) and provided support for four critical programs (Building Technology, Centralized Procurement, Conflict Resolution Center, and MoHo Support Program). The researcher's role included leading enterprise performance management, budgeting, project management office, citizen experience, and quality assurance departments. During this period, he also served as the acting Business Services Director, leading procurement, administration, logistics and technology departments.

The culmination of all the efforts put in by the team, the researcher's peers and his leadership led to the organization winning the Best Government Initiative Award for the GCC Region in 2018.

The researcher's team spanned up to 50 direct employees consisting of managerial staff (~20%) and skilled staff (~80%). The table hereunder depicts the seismic shifts, the existence of VUCA and the impact of V2030.

Table 6- Leadership Dynamics Overview in MoHo

Seismic Shifts			Existence of VUCA			
Expertise	Specialist	Generalist	Nil Low Mid High			
Function	Analyst	Integrator				
Planning	Tactician	Strategist				
Execution	Bricklayer	Architect	V2030 Impact			
Approach	Problem Solver	Agenda Setter	Nil Low Mid High			
Personality	Warrior	Diplomat				
Team Role	Support Cast	Lead Role				

Mar 2019 – Present

Advisor to Chief of Staff

Domain: Defence

Organization: Ministry of Defence, KSA

The position with the Ministry of Defence (MoD) represented the senior-most leadership role and a functional position that the researcher had obtained in his career to date. This role was also another major shift in the domain and represented a very steep learning curve that needed to be mastered both meticulously and expeditiously.

The Ministry, at that time, was headed by HRH Prince Mohammad bin Salman, with himself as the Minister of Defence, and was to undergo a revolutionary modernization under the Transformation Program inspired by the V2030. This would initiate a pivotal re-organization that would see a new civilian side of the organization being created, with nineteen General Directorates transitioning from the military side to operate unified strategic, administrative and support functions for the armed forces. Advising the civilian side of the organization, the researcher's scope spans the transformation of the organization through a new target operating model rollout, digital transformation, overseeing strategic portfolio and programs, human capability development, veteran and family support program, military housing, health services, facilities management, and spending efficiency.

The researcher's role further includes providing executive support to the Assistant Minister, Vice Minister, Chief of Staff and three Deputyships in specific areas. The global COVID-19 pandemic also hit during this tenure, causing a major impact on people, processes, systems, and governance.

The researcher's direct team spans up to 20 employees consisting of managerial staff (~20%), skilled staff (~80%), and up to 130 indirect staff members within the Chief's office. The table below depicts the seismic shifts, the existence of VUCA and the impact of V2030.

Table 7 - Leadership Dynamics Overview in MoD

Seismic Shifts		
Expertise	Specialist	Generalist
Function	Analyst	Integrator
Planning	Tactician	Strategist
Execution	Bricklayer	Architect
Approach	Problem Solver	Agenda Setter
Personality	Warrior	Diplomat
Team Role	Support Cast	Lead Role

Existence of VUCA			
Nil	Low	Mid	High

V2030 Impact			
Nil	Low	Mid	High

Dec 2019 – Jan 2021

Thought Leader

Domain: Energy

Organization: Nuclear & Radiological
Regulatory Commission (NRRC), KSA

This opportunity came about during the COVID-19 pandemic, where the researcher was referred to from his principal organization leadership to support the establishment and operationalization of one of the country's most critical entities. The role involved assisting His Excellency (HE), The Governor, to set up his executive office, providing him with executive support and acting as a thought leader for articulating the organization's strategy, defining governance structure, and developing a self-sustaining financial model and departmental operating plans.

The researcher's team spanned up to 4 direct employees made up of highly skilled consultancy and advisory staff. The table on the next page depicts the seismic shifts (overlapping with the MoD), the existence of VUCA and the impact of V2030.

Table 8 - Leadership Dynamics Overview in NRRC

Seismic Shifts			Existence of VUCA			
Expertise	Specialist	Generalist	Nil Low Mid High			
Function	Analyst	Integrator				
Planning	Tactician	Strategist				
Execution	Bricklayer	Architect				
Approach	Problem Solver	Agenda Setter				
Personality	Warrior	Diplomat				
Team Role	Support Cast	Lead Role				
			V2030 Impact			
			Nil Low Mid High			

2.3.3. Private Work

Jan 2021 – Present Co-Founder

Domain: E-Commerce

Organization: House of Wishes (HoW), KSA

The researcher co-launched this bootstrapped start-up to serve a niche in the market where a desired product was not available locally in the retail shops or online with local delivery but could be purchased overseas and either brought in by travellers to KSA wishing to monetize their luggage allowance or shipped from the point of origin by residents of the country of origin looking for an extra income source.

This was a novel challenge, where the leadership and management skills from both private and public sectors were evaluated in an entirely different business environment and context. These presented themselves as overcoming the fear of failure, subduing impostor syndrome, building an inspired shared vision and belief and assembling a high-performing team.

The researcher akin this role to 'surfing at the edge of chaos' (Pascale, 1999). At this point, the researcher's team spans 5 direct employees, consisting of entirely skilled staff.

The table on the next page depicts the seismic shifts, the existence of VUCA and the impact of V2030.

Table 9 - Leadership Dynamics Overview in House of Wishes

Seismic Shifts			Existence of VUCA			
Expertise	Specialist	Generalist	Nil Low Mid High			
Function	Analyst	Integrator				
Planning	Tactician	Strategist				
Execution	Bricklayer	Architect				
Approach	Problem Solver	Agenda Setter				
Personality	Warrior	Diplomat				
Team Role	Support Cast	Lead Role				
			V2030 Impact			
			Nil Low Mid High			

Jul 2023 – Present

Domain: Sports

Personal Advisor & Consultant to Acting-CEO

Organization: Saudi Paralympic Swimming Federation (SPSF), KSA

The researcher was requested by a member of the Saudi Olympic and Paralympic Committee to help develop a comprehensive three-year strategy to promote the sport at grass-root levels in the KSA and to allow the especially abled swimming athletes to represent KSA at the global stage and achieve ranked and record outcomes. In the spirit of giving back to the country, the researcher took on this role on a non-monetary volunteer basis. This was an extraordinary opportunity where the researcher could draw upon his V2030 implementation experience, leadership knowledge, and skills bridging with the spirit of social equity, diversity, and inclusivity. It was also intricately linked to the outcome of the PCLP, demonstrating his dedication to creating a societal impact by deploying his values, ethics, and leadership approach. The table below depicts the seismic shifts, the existence of VUCA and the impact of V2030.

Table 10 - Leadership Dynamics Overview in Saudi Paralympic Swimming Federation

Seismic Shifts			Existence of VUCA			
Expertise	Specialist	Generalist	Nil Low Mid High			
Function	Analyst	Integrator				
Planning	Tactician	Strategist				
Execution	Bricklayer	Architect				
Approach	Problem Solver	Agenda Setter				
Personality	Warrior	Diplomat				
Team Role	Support Cast	Lead Role				
			V2030 Impact			
			Nil Low Mid High			

As part of the Leadership Supporting Portfolio, a catalogued showcase of published and unpublished materials (CONFIDENTIAL) that are relevant to the various roles of organizational leadership that the researcher has played over an extended period, described in the sections above, is provided.

Please refer to:

- Section 1 for works related to Mol.
- Section 2 for works related to MoHo.
- Section 3 for works related to MoD.
- Section 4 for works related to NRRC.
- Section 5 for works related to SPSF.
- Section 6 for works related to HoW.

2.4. Historic Leadership Feedback

“An expert is a man who has made all the mistakes which can be made in a very narrow field.”

– Niels Bohr

In 2018, the researcher was subjected to a leadership assessment conducted by HayGroup as part of his executive leadership development program with the Harvard Business School, as devised by the MoHo. This served as a baseline for competency development under the V2030-inspired learning and development program for the senior leadership of the Ministry. A detailed questionnaire was distributed to his direct manager, six direct reports, three peers, two clients/customers, and two others including one vendor and one consultant. The same questionnaire was also required to be answered by himself to serve as a comparison between his own perception and the perception of others. All raters in the survey were required to be highly familiar with the researcher and were in constant current interaction with him. Rater agreement levels were also considered for the responses, with higher agreement levels meaning higher consistency in the ratings. This is depicted hereunder in the cross-section taken from the report.

Figure 9: Leadership Survey Rater Assessment

14 questionnaires were returned in time to be included in this feedback.

The responses were collected between 9/25/2018 and 10/16/2018.

	Questionnaires			Familiarity		Agreement	
	Distb.	Rcvd.	Prccd.	Low	High	Low	High
Self	1	1	1				
Manager	1	1	1				
Direct Reports	6	6	6				
Peers	3	2	2				
Others	2	2	2				
Client/Customer	2	2	2				

Source: (HayGroup, 2018)

The competencies assessed in the survey were in five clusters defined hereunder.

1. **Self-Awareness:** Emotional Self-Awareness.
2. **Self-Management:** Achievement Orientation, Adaptability, Emotional Self-Control, and Positive Outlook.
3. **Social Awareness:** Empathy and Organizational Awareness.
4. **Relationship Management:** Conflict Management, Coaching and Mentoring, Influence, Inspirational Leadership and Teamwork.
5. **Cognition:** System Thinking and Pattern Recognition.

The weaknesses were identified in three clusters: Self-Awareness, Relationship Management and Cognition. The researcher's limitation in the ability to describe reasons for his own feelings, difficulty in showing awareness of his own feelings and acknowledgement of his own strengths and weaknesses led to a lower score for Emotional Self-Awareness (4.1 out of 5). Whereas not trying to resolve conflicts by candidly talking about the disagreement with the individuals involved, not bringing the conflict out into the open, being unable to de-escalate the emotions in a conflicting situation, and not having the ability to find common ground and a solution that addresses everyone's interest led to a lower score for Conflict Management (4.2 out of 5). Finally, the researcher's inadequacy to perceive similarities among diverse types of situations, lower ability to identify patterns or trends in seemingly random information, weakness in the ability to perceive themes or patterns in events, and struggle in using metaphors and analogies led to a lower score for Pattern Recognition (4.1 out of 5).

Another recognizable issue from the survey was that the researcher consistently rated himself somewhat higher in thirteen of the fourteen competency areas than the raters. This demonstrated that although the researcher may have good internal self-awareness, he is struggling with external self-awareness or how others perceive his actions, leading to an imbalance.

The remaining eleven competencies were determined to be the researcher's strengths. Areas of potential improvement (4.3 to 4.5 out of 5) were Emotional Self

Control, Positive Outlook, Empathy, Influence with Adaptability and Systems Thinking being on the borderline. These results are depicted in the figure hereunder.

Figure 10: Leadership Assessment Results



Source: (HayGroup, 2018)

A follow-up survey to gauge improvements was scheduled for 2020 but could not be completed as the researcher had moved to another government organization that did not follow a similar learning and development plan.

2.5. Setting the Strategic Arena

“Strategy is not the consequence of planning, but the opposite: its starting point.”

– Henry Mintzberg

2.5.1. Strategic Arena Network Map

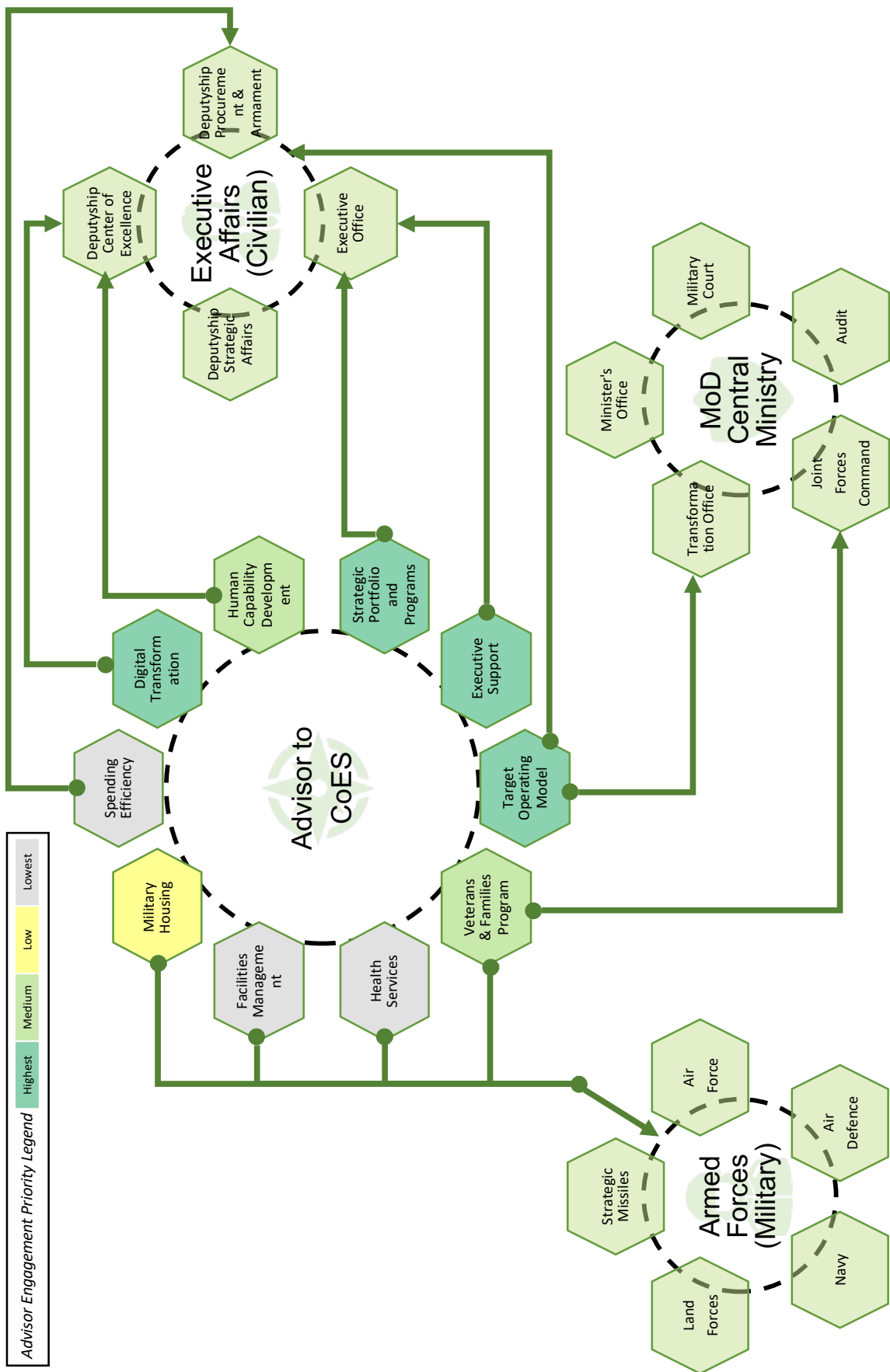
The SAN mapping methodology allows the researcher to map his internal and external business relationships; the information flow with his stakeholders, the governance and control mechanisms in place and how both his personal ecosystem and leadership paradigm are integrated as an organization.

In his current role, the researcher's highest priority is the rollout of the Target Operating Model, driving Digital Transformation, overseeing the Strategic Portfolio & Programs, and providing executive support to the Chief of Staff and the Assistant Minister of Defence. Medium-priority engagements include Human Capability Development and Veteran & Families Support Programs. The lower priority is the support for Military Housing, and the lowest include Facilities Management, Health Services and Spending Efficiency.

Within the organization, the researcher interacts with the Executive Affairs, which the Assistant Minister of Defence heads; the Armed Forces, which is headed by the Vice Minister of Defence and the Ministry of Defence's core organization structures and functions, which is headed by the Minister of Defence.

Due to the nature of the organization and the sensitivity of the position, the researcher is unable to share the supply and demand system of the organization and that which is related to his own function for confidentiality reasons. However, the figure on the next page illustrates the researcher's current personal SAN.

Figure 11: Strategic Arena Network (Personal)



The SAN represents an arena for the researcher where he is serving multiple “demand” systems whilst being able to utilize his narrow “supply” capabilities. The situation necessitates the adoption of a “Capability Strategy” to guide his strategic leadership development. This selection of strategy is based on the matrix hereunder:

Table 11 - SAN Business Strategies

	Serving a narrow demand scope	Serving multiple demand systems
Utilizing a narrow supply capability	S1- Productivity Strategy	S2-Capability Strategy
Utilizing multiple supply capabilities	S3- Demand Strategy	S4-Diversification Strategy

Source: (AGSL, 2022a)

This entails that the researcher will need to synthesise his leadership’s “competitive advantage” by identifying, building, aligning, reinforcing, and sustaining uniquely differentiated, specialist leadership capabilities in the public transformation space. This also means that by gaining continuous experience in rolling out transformative VRPs, the researcher can leverage this learning and the resulting experiences to pivot to other senior leadership roles or to entirely different domains within the public sector.

Teece (2018) presented an interesting dynamic capability framework which states the need to “Sense” or identify the opportunities, “Seize” to design and optimize the model and commit resources and finally “Transform” to realign structure and culture for a selected strategy. The researcher, therefore, looks towards developing his PCLP using the dynamic capability-building framework under the capability strategy.

2.5.2. Evolving Leadership

The contextual elements of the MoD that are affecting the leadership paradigm have significantly changed since the beginning of its multi-year transformation program. Based on the researcher’s observation, the table on the next page depicts how the

context has evolved in the SAN.

Table 12 – Evolution of Context within MoD

ELEMENT	Pre-V2030	V2030
Environment	Complex	Chaos
Leadership	Transactional Autocratic Hierarchical Centralized	Situational Democratic Distributed Decentralized
Culture	Hierarchical	Clan
Sensing	Analytical	Conceptual
Deciding	Directive	Consensual
Learning	Hermann Brain Dominance Instrument (HBDI)	Experiential
Feedback	Situation, Behaviour, Impact (SBI)	Empathy, Position, Intention, Quality (EPIQ)

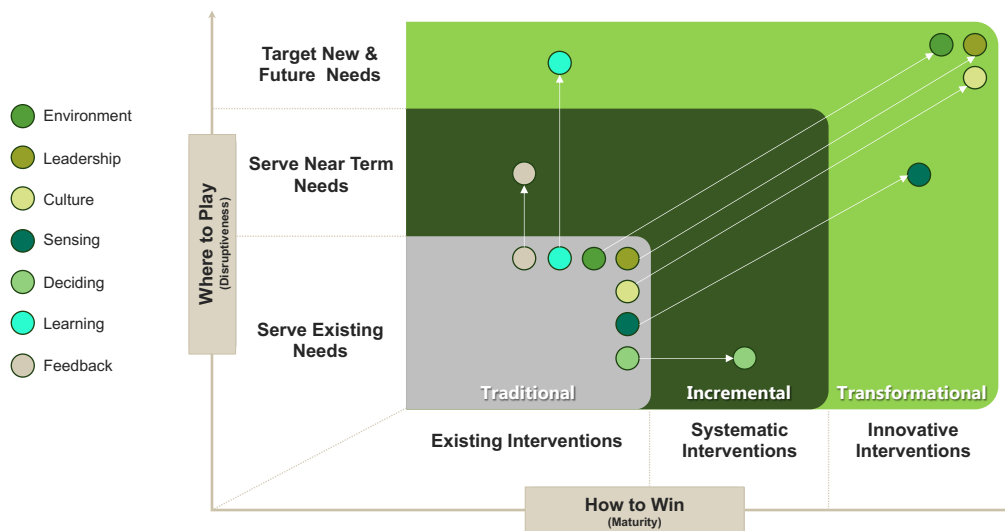
As the environment changed from complex to chaotic, the style of leadership metamorphosed. Pre-V2030, the leaders focused on highly structured and governed processes, rewards and retributions based on performance (transactional), whereas, to help their department transition smoothly, leaders adopted a more supportive role and pushed for flexibility in policies and procedures to accelerate the transformation (situational). Decision-making was centralized with stricter control as in any military organization (autocratic), which evolved to a democratic style that encouraged team participation, collaboration of stakeholders and somewhat shared decision-making (democratic). Also similar to military organization, the MoD had a transparent chain of command and rigid organizational structure (hierarchical); with the transformation program, it shifted to a distributed leadership structure that demonstrated ownership, responsibilities and accountabilities spread across several leadership and managerial positions. With this change, the decision-making usually made at the top of the chain of command by the highest-ranking official was distributed downwards through various levels of the MoD with updated governance policies and structures.

The core driver of this evolution was primarily based on the strategic initiatives and the reforms under V2030 undertaken by the MoD. The focus on capacity building and capability enhancement, policy changes, regulatory amendments, and adaption of

innovative technology in decision-making, underpinned by an organizational culture shift to a more inclusive and participatory style, were central to this transformation.

Henceforth, from the researcher's viewpoint, the capabilities needed to lead pre-V2030 are no longer applicable in the V2030 transformation journey as the *modus operandi* has completely evolved. This further establishes his choice for the "Capability Strategy," given the new paradigm and the way the organization has chosen where to play and how to win under V2030, which is further represented below in a matrix view.

Figure 12: Innovation-Ambition Matrix Depicting the Need for a New Capability Strategy



2.5.3. Strategic Issues

This ambitious innovation-driven evolution has also given rise to a number of strategic issues that the researcher now faces in his paradigm. As a result, a Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) analysis was conducted in DBL704 for the SAN of the organization and a Strength, Weakness, Opportunity, Threats (SWOT) analysis was conducted in DBL702 for personal leadership. Both these analyses were conducted while the researcher was in the same organization (MoD). This consistency in organizational context ensures that the findings are coherent and directly relevant to the organizational environment and leadership challenges faced by the candidate. The close timing of these analyses further reduces the potential for error variance, as the organizational dynamics and external factors were relatively stable during this period.

SWOT (Q3 2022) – This exercise focused on identifying the researcher's strengths, weaknesses, opportunities and threats in the context of his leadership capabilities and potential for growth and increasing effectiveness.

PESTEL (Q4 2022) – This exercise aimed at providing a comprehensive scan of the external environment and identifying key macro-environmental factors that could impact the researcher's organization and challenge his leadership performance.

The table below represents the identification and grouping of the identified strategic issues (macro and micro) in prioritization sets calibrated for the researcher's organizational context and leadership paradigm from a personal perspective.

Table 13 - Issue Identification (based on SWOT & PESTEL)

IMPACT	Not Significant	Significant	Substantial
Short-term	Macro - Rise of nationalism	Macro - Value chain disruptions - Skilled workforce availability Micro - Evolving leadership style and orientation	Macro - Budget allocations - Oil prices cyclicality Micro - Impostor syndrome - Stakeholder ecosystem complexity
Medium-term	Macro - Spending efficiency restrictions	Micro - Organizational culture	Macro - Political relations - Regional conflicts - Technology cycles Micro - Rigid governance
Longer-term	Macro - Inflexible mandate for government entities	Macro - Innovation potential	Macro - HRH the Crown Prince's position Micro - Adaptive fatigue from V2030

The researcher considers the position of HRH the Crown Prince as the core macro-level issue, as his position is deterministic for the continuousness of V2030. The researcher also considers the adaptive fatigue at both personal and organizational levels from the constant evolution under V2030 as the core micro-level issue.

2.6. Summary

This chapter completes the overview of the research context.

The researcher, given his current career trajectory, conjectures that his future leadership roles will continue to be in the public sector of KSA. The mapping of the strategic arena and its context has helped the researcher to understand his micro-level context and the strategy he needs to adopt for both his leadership development and engagement.

Therefore, the current macro and micro-level context discussed in this chapter and the previous one will possibly continue to remain applicable, with V2030 being the basal factor evolving and influencing the researcher's leadership paradigm.

A number of his strengths and weaknesses from the baseline leadership survey have been emphasized, which will feed into the research design. One underlying theme is emerging from the various roles of the researcher in the diverse industries of both public and private sectors and his leadership journey before and during the V2030 rollout - Adaptability. What remains to be seen is how this attribute can play a part in the formalized leadership approach of the PCLP.

The next chapter of the Literature Review will further explore applicable areas of leadership knowledge to help the researcher develop various elements of his PCLP and help to craft the style of leadership for his context.

Chapter 3

3. Literature Review

3.1. Introduction

This chapter is divided into six sections. In the first section, the evolution of Leadership and its associated theories throughout the modern age is reviewed. This is followed by the exploration of leadership in the public sector space and the differences or implications that it has, if any, in contrast with the private sector. In the third section, the theories around Contingent Leadership approaches are investigated. As a segway to this specific approach of interest in leadership, an ethical approach to leadership is further investigated with a particular focus on the utilitarian philosophy. In the fifth section, the Complex Adaptive Systems (CAS) literature is reviewed. Finally, to further the research and development, the literature around Grounded Theory is also examined.

The literature reviewed in this chapter establishes the basis of the research design and execution and informs the development of both the PCLP along with the first outline of the conceptualized Leadership Vision Board (LVB). The researcher seeks to explore relevant topics to answer six sequential questions in this regard:

1. What is leadership, and how did it evolve?
2. How is public sector leadership different from private sector leadership?
3. Taking the environment and context into consideration, which theory affords the leader the greatest adaptability in their leadership style?
4. Which ethical philosophy best serves the interest of the citizens and the subordinates in the given national context of KSA?
5. How will complexity be addressed in the leadership paradigm?
6. What if none of the leadership theories are applicable in the given context?

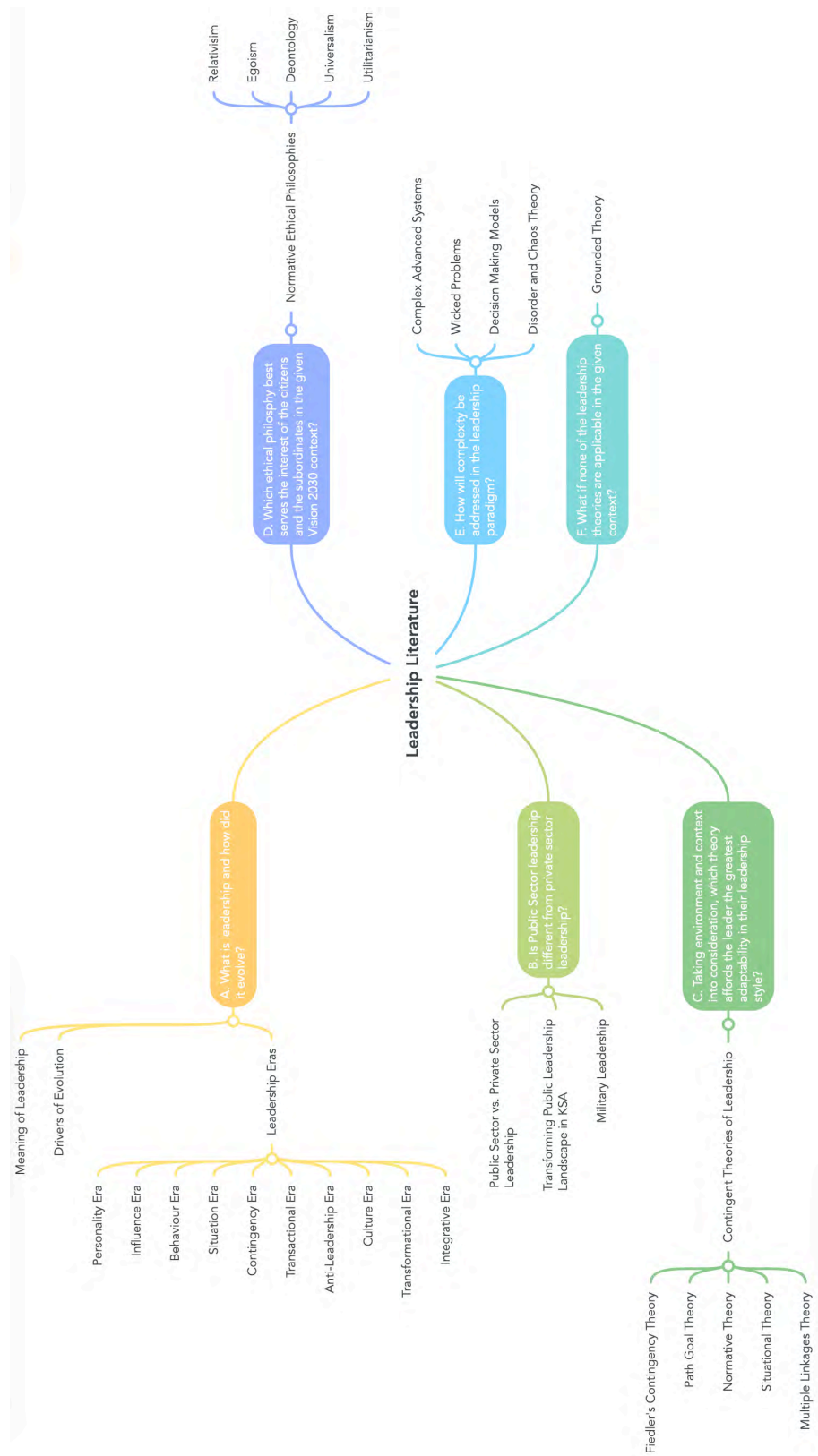
To provide facilitate a deeper understanding of the interconnected concepts explored in this thesis to answer these inquiries, mind mapping as a tool has been used. This visual guide serves as a structured pathway, illustrating the relationships between various leadership components, issues, theories and their practical implications within the context of V2030 in the candidate's paradigm. The figure hereunder depicts the process of creating the visualisation.

Figure 13: Mind Map Creation Process



The structure of the inquiry into various knowledge domains is depicted as a mind map hereunder.

Figure 14: Mind Map of Inquiry and Related Knowledge Domains



3.2. Evolution of Leadership

“It is not the most intellectual of the species that survives; it is not the strongest that survives; but the species that [...] is able best to adapt and adjust to the changing environment in which it finds itself.”

– Charles Darwin

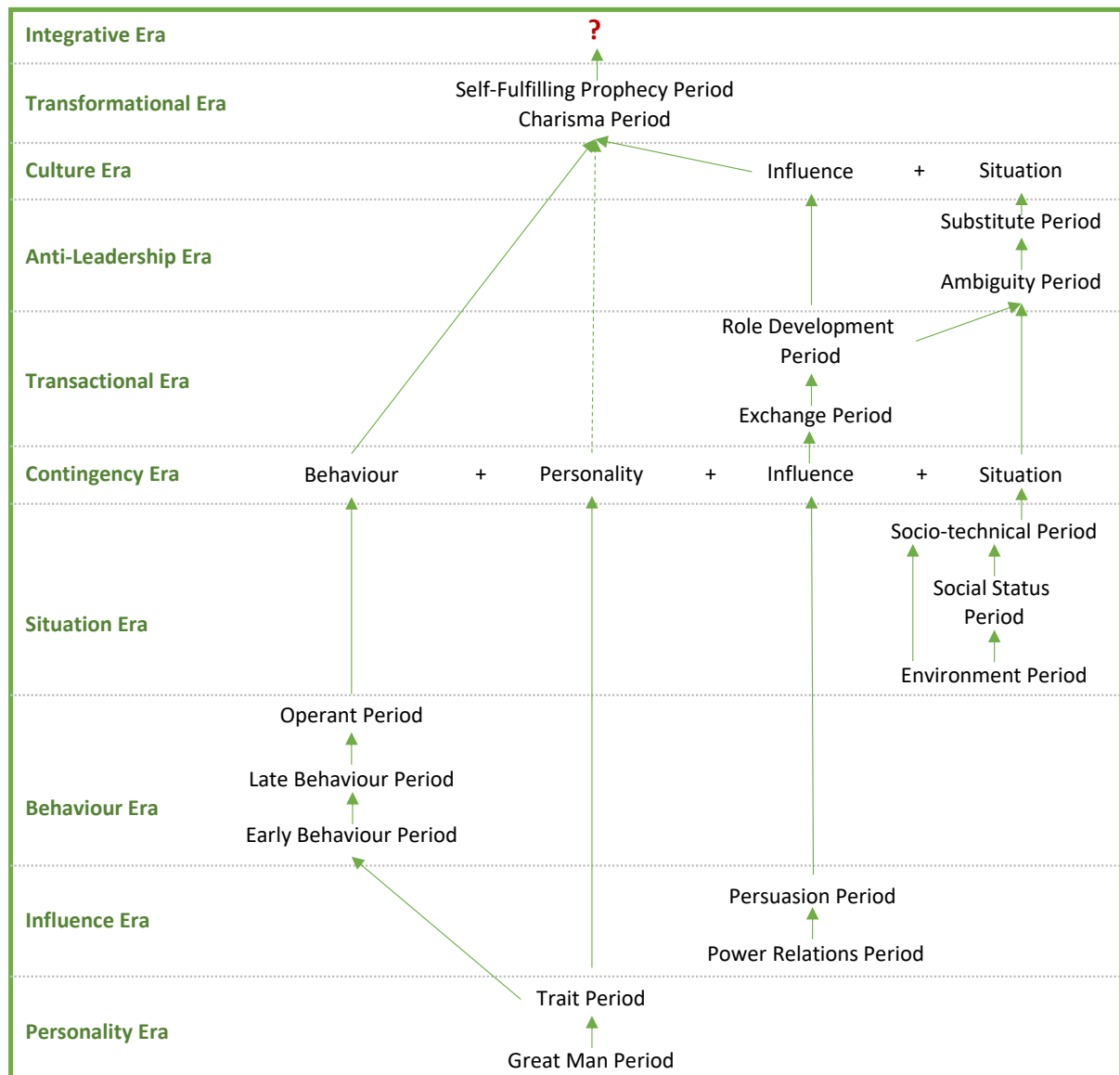
DeMeuse (1986) and Mitchell (1979) both have stated that Leadership has been a subject of inquiry, with Bass (1997) stating that leadership behaviours and factors that have an implication on effective leadership have remained a focus of continued empirical research. Drucker (1992) postulated that throughout history, every few centuries, a major transformation occurs in the social, economic, or political contexts, and societies completely re-arrange their values, views, norms, and structures. It is with this transformation that gaps in previous thinking, theories and ideologies are created, and new research is conducted to address the needs of the age. With time, Podolny et al. (2004) observed that in the last few decades, a focal transference in leadership studies has occurred from ‘meaning making’ to ‘economic performance.’

During DBL Module 701, it was an astonishing revelation to the researcher that scholars and researchers have yet to agree on the definition of leadership. Bass (1997) stated that the definition of leadership has varied each time with the person who has attempted to define it, creating confusion. What was even more intriguing to discover was that there is also a lack of an agreed-upon classification system of leadership that groups the diverse types (also not very well defined). Reser & Sarros (2000) note an absence of a ‘classification system’ of leadership theory, making the process of defining the ‘types’ of leadership fractious.

Bass (1997) stated that despite the ambiguity and confusion around leadership, there is sufficient similarity between the definitions to create a rough classification scheme. To provide structure to leadership studies and to understand its evolution, King (1990) and Van Seters & Field (1990) together proposed a grouping approach and an

evolutionary tree portraying the progress of theories and their linkages in ten 'distinct' eras. This is reproduced in the figure below.

Figure 15: Leadership Evolution Tree



Adopted from (King, 1990)

The evolution of leadership over time, as depicted in the figure above, is explicated hereunder, segregated into the definitive eras, and then further divided into well-defined periods. This investigation was conducted based on the literature review of artefacts from Van Seters & Field, King, and Sarros et al.

3.2.1. Personality Era

The Personality Era can be considered as the first formal era of leadership theory development and was linked to two well-defined periods: Great Man and the Trait Periods (King, 1990).

King (1990) stated that the Great Man Theory was discussed as early as 1841 by Carlyle, developed further in 1869 by Galton and then finally refined by Bowden in 1927 with pivotal research that connected the personality of the leader with the act of leadership. This theory's focal point was the historical performance and achievements of great leaders and proposed that individuals who would copy their personalities and behaviours would become powerful leaders (King, 1990).

King (1990) stated that the Trait Theory was only a minor advancement to the Great Man Theory as it first appeared in 1927, as discussed by Bingham. This theory disconnected the leadership's association with the leader and moved towards identifying an ensemble of generalized traits that, if adopted, would make any individual an effective leader (King, 1990).

The researcher observes that in the last three decades (up to 2015), the selection of leaders in key positions of public sector entities (e.g., Governorates, Ministries, Authorities, Agencies, Presidencies, Councils) by the monarchy in the KSA was based on the lineage or linkage with the Royal Family and on the traits that they displayed.

3.2.2. Influence Era

The Influence Era, building on the Personality Era by establishing that leadership was based on the relations between individuals, also had two well-defined periods: Power Relations, and the Persuasion Period (King, 1990).

King (1990) stated that the Power Relations Period was developed based on Five Bases of Power Approaches by French in 1956 and furthered by French & Raven in

1959. The focus was on the root of power, which the leader drew from and how the leader then utilized this power in the act of effective leadership and in the dominating control of the people (King, 1990).

King (1990) stated that the Persuasion Period was characterized by the development of the Leader Dominance Approach by Schenk in 1928 where coercion was discounted, however, the leader continued to be the dominant member of the leader-follower group based on the power dynamics and balances within.

3.2.3. Behaviour Era

The Behaviour Era had three well-defined periods: Early Behaviour, Late Behaviour, and Operant Periods (King, 1990). This period overall, as Sarros et al. (1999) stated, measured observable and documentable leadership behaviours that contributed to effective and ineffective leadership actions and outcomes.

King (1990) stated that the Early Behaviour Period augmented the Trait Period by focusing on leadership via behavioural traits instead of the personality traits of the leader. Reinforced Change Theory emerged in this period by Bass in 1960 and two studies were conducted; one in 1955 by Ohio State led by Fleishman et al. and the second, six years later in 1961 by Michigan State led by Likert (King, 1990).

King (1990) stated that the Late Behaviour Period built on the Early Behaviour Period by modifying and adjusting them for use in various managerial contexts. In this period, four important theories emerged: the Managerial Grid Model by Blake & Mouton in 1964, the Four Factor Theory by Bowers & Seashore in 1966, Action Theory of Leadership by Argyris in 1976 and the Theory X and Y by McGregor in 1960 (King, 1990).

King (1990) stated that the Operant Period was defined by the work of Sims in 1977 and furthered by Ashour and Johns in 1983, which concentrated the research on the

manager as the leader of an organization, with reinforcement of both relevant leader and relevant subordinate behaviours.

3.2.4. Situation Era

The Situation Era significantly advanced leadership theories and had three well-defined periods: Environment, Social Status, and the Socio-technical Periods (King, 1990). King (1990) stated that the Environment Period was led by the Environment Approach by Hook in 1943 and the Open Systems Model by Katz & Kahn in 1978. This period put forward the concept that leadership happens when an individual is at the right place at the right time in the right circumstances, doing the right thing, regardless of the individual's position (King, 1990).

King (1990) also stated that the Social Status Period saw the emergence of the Role Attainment Theory by Stogdill in 1959 and the Leader Role Theory by Homans in 1959. This period's focus was that individuals in a group execute certain tasks in congruence with their historic actions and behaviours, and this forms the basis of the leader's expectation of the subordinate (King, 1990).

King (1990) finally stated that the Socio-technical Period had one main approach by Trist & Bamforth in 1951 defined as socio-technical systems. This period integrated the approach of the Environment Period and the Social Period with the recognition of group influence toward leadership action (King, 1990).

3.2.5. Contingency Era

Similar to the Situational Era, the Contingency Era also advanced the evolution of leadership but did not have any distinctive periods as such; however, it had five different leadership theories that emerged: Contingency, Path-Goal, Situational, Multiple Linkage and Normative Theories (King, 1990).

King (1990) stated that this era was unique in way that it proposed that leadership cannot be found in its “purest” forms as it was theorized in all the previous eras, but it was comprised of aspects from them all based on either personality, behaviour, influence, or situation. King (1990) further noted that the five contingency theories, although very dissimilar to each other, have generated both strong empirical support and controversies in contemporary leadership studies.

The main theories are reviewed in further detail in Section 2.3 of this report as the researcher has a deeper interest towards the application of contingent leadership as part of his PCLP, affording him greater adaptability in his paradigm.

3.2.6. Transactional Era

The Transactional Era had two well-defined periods: Exchange and Role Development Periods (King, 1990). King (1990) stated that the Exchange Period was highlighted by the Member Exchange Theory by Dansereau et al. in 1975, the Reciprocal Influence Approach by Greene in 1975 and the Emergent Leadership in 1958 by Hollander. Holding a strong place, even today, all these theories point out that leadership is centred on the transactional links and the subsequent relationship between the leader and the followers (King, 1990).

King (1990) stated that the Role Development Period was denoted by the Social Exchange Theory developed by Jacobs in 1970 and further by Hollander in 1979, in addition to the Role Making Model put forward by Graen & Cashman in 1975. These three theories furthered the developments of the previous period with an infliction on the relationship between the leader and the follower, linking it to their respective roles (King, 1990).

Based on these premises and the work of the researcher in the public sector, the researcher induces that the government of KSA expected leaders and managers within its entities to reflect transactional behaviour and associated attributes, characteristics, and traits prior to the launch of V2030.

3.2.7. Anti-Leadership Era

The Anti-Leadership Era also had two well-defined but relatively short-lived periods: Ambiguity and Substitute Periods, with both being based on a disturbing sentiment that there is no concept of leadership, as all the different attempts at explaining leadership actually did not explain leadership at all (King, 1990).

King (1990) stated that the works defining the Ambiguity Period were documented by Pfeffer in 1977 under the Attribution Approach, where he defined leadership as merely a symbol and the performance of the leader had no direct effect on the actual performance of the subordinate or the organization.

King (1990) stated that the works defining the Substitute Period were put forward by Kerr & Jermier 1978 as the Leadership Substitute Theory. This theory suggests that the tasks given to the subordinate are affected by the characteristics of the organization and the subordinate and, therefore, may prevent leadership from driving the performance (King, 1990).

3.2.8. Culture Era

The Culture Era quickly superseded the Anti-Leadership Era and, similar to the Contingency Era, did not have any distinctive periods as such; however, it had five leadership frameworks that transpired: McKinsey 7s, Theory Z, Search of Excellence, Schein, and Self-Leadership Frameworks (King, 1990).

King (1990) stated that this era was linked with the findings that leadership was not a phenomenon of the individual, followers, or groups but, in fact, “omnipresent” in the organizational culture itself. King (1990) further stated that the importance was towards defining and establishing the culture of the organization with which leadership would eventually emerge and be prevalent when it is needed.

The researcher discerns that as part of the ongoing transformation under V2030, culture change is becoming a central focal point in public entities. The initiatives rolled out in four public sector entities, witnessed by the researcher, focused on employee experience, customer experience, effective communication, value-based actions and behaviours, motivation & engagement, diversity & inclusiveness, stakeholder involvement, and inter & intra relationship building.

3.2.9. Transformation Era

The Transformational Era had two well-defined periods: Charisma and Self-Fulfilling Prophecy Leader Period (King, 1990). Sarros et al. (1999) comment that incorporating aspects of the trait, behaviour, power-influence, situational and contingent approaches, this Era is considered to be the most recent and most promising advancement of the leadership theory that focuses on intrinsic motivation rather than the extrinsic motivation – the focal point of previous theories.

King (1990) stated that the Charisma Period, building on the Culture Era, was based on the concept that leaders are visionary and are committed to building a shared vision that will not only transform their followers but also provide them with a stronger purpose and meaning in life. This period saw the style of leadership change from a passive to a more active one, where the leader was not only ideating and envisioning a future state but also working towards enablement and empowerment of the followship (King, 1990).

King (1990) stated that the Self-Fulfilling Period, theorized mainly by Field in 1989, involves the transformation of the individuals' self-concepts, whether he is a leader or is in the following group of a leader, indicating that transformation can be initiated from the top down or bottom up, regardless to the position of the individual. Bass's research in 1985 also provided a base for this period with the Performance Beyond Expectations Approach (King, 1990).

Based on these premises and his observations, the researcher concludes that the government of KSA expects its existing and emerging leadership within its entities to reflect transformational behaviour and associated attributes, characteristics, and traits subsequent to the launch of V2030.

3.2.10. Integrative Era

From the researcher's literature review, King (1990) suggested that the Integrative Era is a possible tenth era of evolution for the leadership theory, where based on the current context, a need has arisen to articulate a conceptual, integrative framework that is inclusive of all the previous theories, frameworks and models postulated to stabilize the evolution of leadership. Sarros et al., (1999) further this by implying that the Integrative Era is an emerging period where various leadership theories and models are being integrated to address the contextual requirement.

So, the question that emerges is, what type of Leadership Style should be adopted by the researcher as part of his PCLP, given his context and organization, under V2030, so that he is able best to adapt and adjust to the changing environment whilst delivering on organizational and national objectives effectively?

3.3. Leadership Contexts

“You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.”

– Woodrow Wilson

3.3.1. Public vs. Private Sector Leadership

Holmes (2009) stated that traditions, political influence, and legal governance frameworks form the pillars of public administration and that scholarship researching its importance and relevance from a leadership perspective is extremely limited. Holmes (2009) and Burns (1978) further stated that this is because charisma, political power, and transformational forces have been the typical focus of how leadership has been articulated. According to Holmes (2009), public sector leadership suffers from an identity crisis in bridging the disciplines of management, political theory, organizational development, psychology, sociology, and even public administration, leading to a lack of understanding of the concept of leadership in public administration.

Mau (2007) reports that a competency-based leadership approach has been adopted for civil servants and public sector employees across a range of countries, including the United States, Canada, and Australia. Conger & Ready (2004) postulate that this has allowed public sector organizations to both select and assess the core values, mindsets, behaviours, and capabilities needed for a particular leadership role.

Tomas (2009), in a study conducted by Hudson, comprising 1,185 senior leaders (700 private sector and 485 public sector) and 955 public sector middle managers in the European Union, revealed the following general findings around the leadership context of the public sector:

1. Public sector leaders focus on long term strategy whereas private sector leaders focus on winning in the short term and generating quick results/wins.
2. Public sector leaders leverage and focus on control and governance, whereas private sector leaders tend to believe and trust.
3. Public sector leaders are either realistic or pessimistic about the outcomes, benefits, and value of their actions, whereas private sector leaders are mostly optimistic about their leadership actions but usually with a less thoughtful approach.
4. Young Public sector leaders get fewer opportunities and less room for self-development when compared with private sector leaders.

Tomas (2009) also interestingly notes that in the public sector, only 10% of the senior managers are less than 40 years old versus almost 30% in the private sector.

Garg & Jain (2013), in a review of the above study by Hudson, also reported, based on their study, that public sector leaders tend to demonstrate characteristics and behaviours congruent with the category of Country Club leadership quadrant, whereas the private sector leaders exhibit behaviours and characteristics aligned with the Produce or Perish – Authoritarian leadership. This is illustrated in the figure below.

Figure 16: Public vs Private Leadership Styles in the Blake Mouton Managerial Grid



Image Source: (SlideBazaar, n.d.) Adopted from (Garg & Jain, 2013)

Denhardt (1991) also stated differences exist in the organizational culture of public and private sector organizations due to the uniqueness of the external environment.

However, contrary to this belief, Rainey et al., (2021) stated that after a review of literature and research, both management and leadership in the public sector are more or less the same when compared to the private sector, as the distinctions are inconsequential and that the challenges faced by leaders and the functions that they see their roles conduct are very similar.

3.3.2. Public Leadership in KSA

Abdul Rahman et al., (2014) stated that in the KSA historically, public sector entities have been linked with poor management, delivery, and performance despite having undergone many reforms under the leadership of various monarchs since 1953, when the rule of the KSA first transferred to the lineage of the sons of the HM King Abdulaziz ibn Saud (late), the founder of modern KSA (Third Saudi State).

Mauro (1995) stated that poorly performing government institutions are an obstacle to overall investment, entrepreneurship, innovation, and overall growth. In this reference, Abdul Rahman et al., (2014) stated that in 2011, the KSA was ranked 56th from 187 countries in the Human Development Index and 63rd from 176 countries in 2012 on the Corruption Perception Index. Azmi (2009) also earlier reported that despite the reforms by HM King Khaled (late), HM King Fahd (late), and HM King Abdullah (late), the achievements and performance of the public sector were still far under expectations and, therefore, there was a high demand to transform the public sector in KSA by knowledgeable, skilled and trained public sector leaders.

Revealed in 2016, V2030 was the roadmap that would oversee the transformation of one of the 15th largest world economies of the world by bringing in administrative, economic, social, religious, legislative, and political reforms (Oxford Business Group, 2019). Prior to the V2030, the KSA had 5-year economic development plans, the first of which became effective by the late HM King Faisal in 1970 (Al-Farsy, 1980). This

was significant as Al-Sadhan (1980) noted that this ushered in the first reform, leading to the modernization of bureaucracy and public administration, in a period where public sector organization were 'institutionalized' beyond the realms of law and order. Niblock (2008) also stated that this led to the initiation of the visionary development process for the KSA.

Sinno (2019) stated, examining three years of V2030 transformation and the disrupted 'Future of Work' (FoW), that leaders in KSA face the challenge of establishing new sectors and transforming existing ones, and therefore, they need to be self-disruptive, where they Anticipate, Drive, Accelerate, Partner, and build Trust. This position is echoed by 68% of the surveyed stakeholders, who believed that traditional and legacy leadership would not be fit for the future (Sinno, 2019).

The researcher has witnessed, during his dealings with the public sector since 2009 in multiple business roles and his direct employment with a number of Ministries since 2015, the transition from a transactional approach of leadership to a transformational approach. Pre-V2030, the researcher also notes the autocratic leadership style and rigid hierarchical organizational culture focusing on internal stability, governed by archaic policies and procedures, in a dichotomy of a high responsibility setting with lower accountability. These public entities, under the various VRPs, now mimic the culture of modern private sector organizations, driven by innovation and digital transformation, albeit with stricter governance and pre-defined KPI, with newly appointed younger leaders displaying affiliated leadership styles.

Bass & Avolio (1994) argued that an appropriate leadership style for organizations leads to improved employee performance, which in turn leads to higher organizational performance and effectiveness. Bertrand & Schoar (2003) suggested that individuals (leaders) themselves can shape outcomes, and Brady & Spence (2010) stated after their study of 13 high-growth countries that their leaders have consistently made the right choices over the set of components showing capability, credibility, and commitment. For the researcher, this establishes two anchoring points: (1) Linkage of the reported deficient performance of the KSA's public sector to poor public administrative leadership, and (2) Transformation and evolution of public sector leadership with the economic development of the KSA.

3.3.3. Leadership in Military Context

Kempster & Stewart (2010) and Willis et al., (2017) argued that leadership is highly contextualized based on their study, which indicated that the role of the leaders, the culture and environment they operate in, and the challenges they faced, was influenced by the organization, its adopted hierarchy, the sector, and national cultural influences.

Smith-Eivemark (2002), commenting on the present military command structures, stated that it “is based upon a traditional, top-down hierarchical paradigm. This hierarchical paradigm, thousands of years old, is a culturally formed model which, while still partially functional today, bases itself on a worldview which is inadequate to our complex and chaotic times.” This characterizes a conventional autocratic and transactional leadership style.

Mallick (2020) argued that based on the changing global and regional complexities, the nature of threats and challenges, coupled with technological advancement in generational warfare, the 21st century military leaders must be capable of transforming themselves and their organizations to adapt to the new context in terms of thinking, cognition, awareness, and decision making. Laurence (2011) stated that today's leaders in the defence sector are increasingly facing volatile, uncertain, complex, and ambiguous challenges and irregular threats and warfare. Laurence (2011) also noted that today's battlefield environment requires a combination of participative, situational, flexible, and adaptive leadership styles in a multi-level leadership approach.

The researcher, therefore, recognizes the need in his current role, the importance of maintaining performance and ambidextrously leading the organization during this change/transformation, at least for the civilian side of the MoD, under V2030. Select few of these changes impacting the leadership paradigm in the MoD are:

1. Gender Equality and Women Empowerment – Women in the Saudi workforce and their participation in both civilian and military roles within the MoD with equal opportunities.

2. Youth Empowerment – Younger people in higher leadership roles and their accession to positions previously reserved for ranked military officers (retired and active duty) or civilians with years of experience.
3. Digital Transformation – Embracing digital capability and emerging technologies and moving away from traditional archaic manual/digitized processes and systems.
4. Organization and Culture Change – Transforming from a purely military organization to one with a civilian side, with active participation in mandate fulfilment and one which controls and leads specific services & functions.

The question to ponder over is, how different in reality is the paradigm of the researcher's leadership in a public sector role, and what effect will it have on framing relevant leadership theory, ethics approach, and intentional selection of values, characteristics, and behaviour?

3.4. Contingent Leadership

“Effective leaders need to be flexible and must adapt themselves according to the situation.”

– Paul Hersey & Kenneth Blanchard

Van Seters & Field (1990) stated that the three most influential theories of this era are the Contingency Theory by Fiedler in 1964, the Path Goal Theory put forward by Evans in 1970, furthered by House & Mitchell, and the Normative Theory put forward by Vroom & Yetton in 1973, and furthered by Vroom & Jago.

The common theme amongst these and other contingency theories can be summarized as –there is not a single pre-determined best way to lead instead, the best way to lead will be defined by the behaviour, personality, and influence and guided by the situation and context (King, 1990).

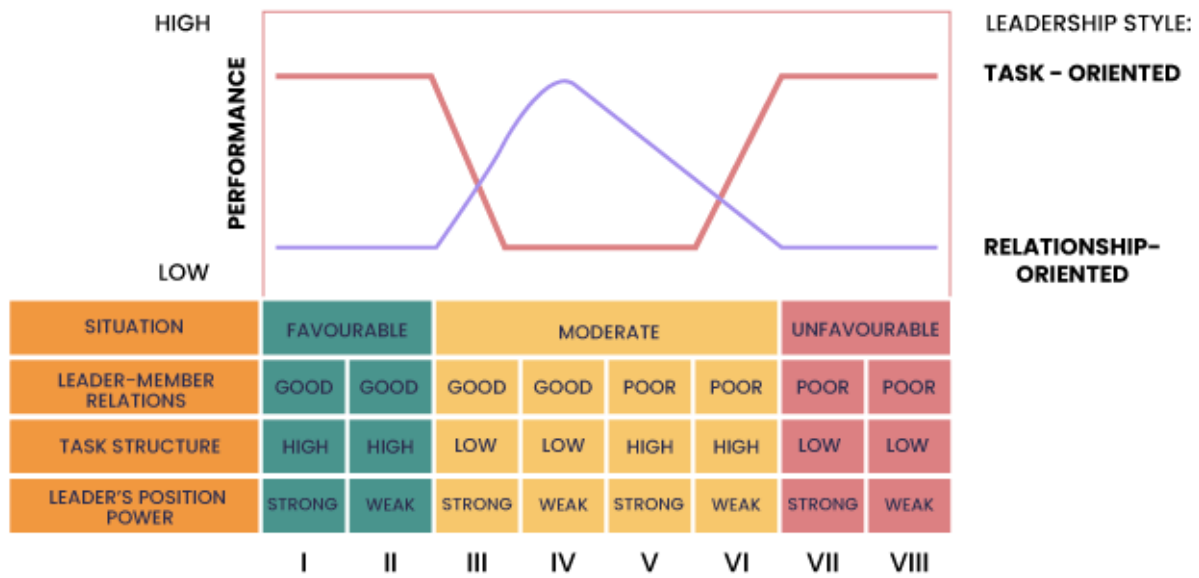
This section explores the five theories in further detail based on a systematic literature review.

3.4.1. Contingency Theory

The Contingency Theory was put forward by Fiedler (1964), builds on the premise that the overall performance of the leader-subordinate dyad is entirely dependent upon the leadership styles adopted by the leader and the interaction of the leader with the contextual/situational elements, in a way that is favourable to the leader (Mitchell et al., 1970).

The image on the next page illustrates the model:

Figure 17: Contingency Theory



Source: (Vantage Circle, 2022)

Developing Least Preferred Co-worker (LPC) as a measure, where higher LPC score indicated the leadership style to be more favourable towards building interpersonal relationships and a lower LPC score indicated the leadership style to be towards task performance, Fiedler, related these two leadership styles to various contexts/situations (I-VIII in the illustration above) and contingencies that would make a selected style effective (da Cruz et al., 2011).

Fiedler also stated that the personality of the leader is fixed, and therefore, his style should be in congruence with the given situation (Armandi et al., 2003). The researcher takes the position that this would mean that leaders should only be placed in situations with contingencies that suit their style, otherwise, they will not be able to adapt and deliver on the objective efficiently. Leister et al., (1977) stated that in these unfavourable situations, the work should be 'constructed' to adjust to the leader, or their authority should be modified or alter the dyad's interrelationship.

3.4.2.Path-Goal Theory

Evans (1970) initially proposed the Path-Goal Theory, and House (1971) furthered it by anchoring it on the selection of a particular leadership style by the leader, based on the people that they are leading (subordinate characteristics) and the situation in which they are in (environmental factors). The leadership style could be classified as either Directive, Supportive, Participative or Achievement-Oriented. Rainey et al., (2021, p.360) in this regard stated that “path-goal theory holds that effective leaders increase motivation and satisfaction among subordinates when they help them pursue important goals – that is, when they help them see the goals, the paths to them, and how to follow those paths effectively.”

House & Mitchell (1975) gave two propositions to this theory: (1) The subordinates are satisfied with the behaviour of the leader and accept it, seeing it as a source of satisfaction, and (2) the behaviour of the leader will always be motivational regardless of the chosen style.

House (1996) reformulated this theory to include eight leadership behaviour classes, subordinate differences, and contingency variables with their interrelationships in 26 propositions.

The researcher, from his literature review and the assessment of his context, has a primary affinity to this contingency theory and further wishes to explore its application in his PCLP.

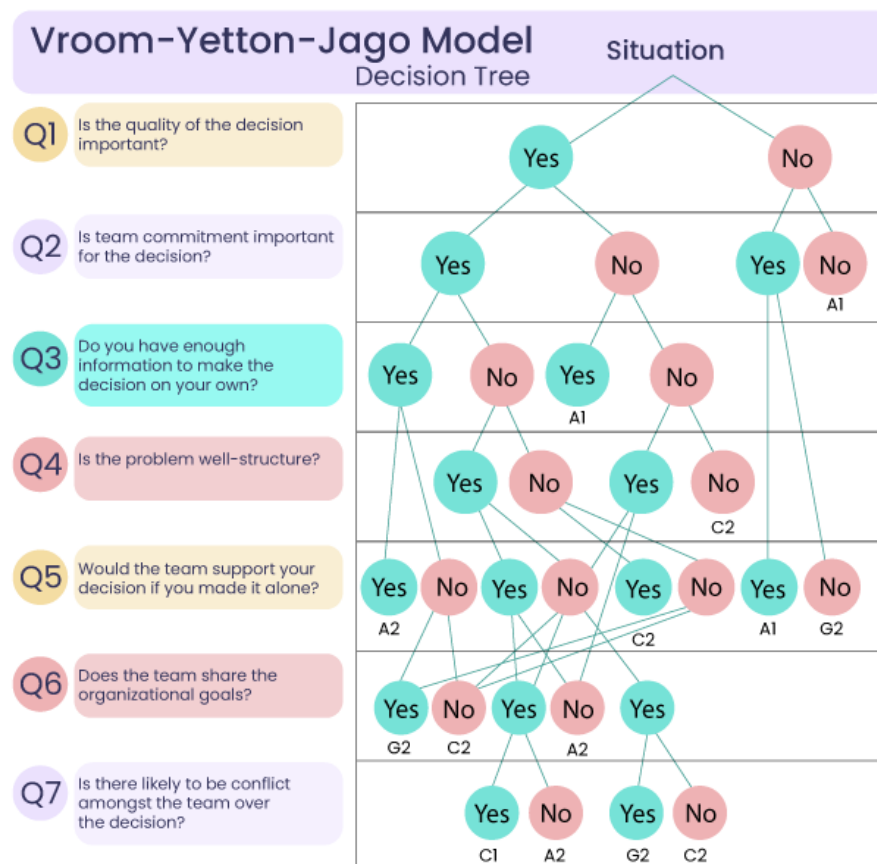
3.4.3.Normative Theory

Vroom & Yetton (1973) posited the initial normative theory, which was then validated and furthered by Vroom & Jago (1978). The model is anchored upon the extent to which the subordinates will be involved in the leader’s decision-making process, with the effectiveness of the decision being dependent upon the quality of the decision, structure/complexity of the issue, acceptance of the decision by the subordinates and

the relevant time constraints (Rainey et al., 2021). The model has five distinct decision-making styles that leaders may adopt: Autocratic Type 1 (A1), Autocratic Type 2 (A2), Consultative Type 1 (C1), Consultative Type 2 (C2), and Group Based Type 2 (G2) – which can also be called collaborative or joint decision making (Vroom & Jago, 1988).

The illustration hereunder depicts how the Normative Theory by Vroom, Yetton, and Jago, as revised in 1988, plays out in a decision tree based on 7 distinctive questions.

Figure 18: Normative Theory



Source: (Vantage Circle, 2022)

3.4.4. Situational Theory

Hersey & Blanchard (1969) presented slightly varying versions of the Situational Theory of leadership and furthered it together in 1977. The theory can be dissected

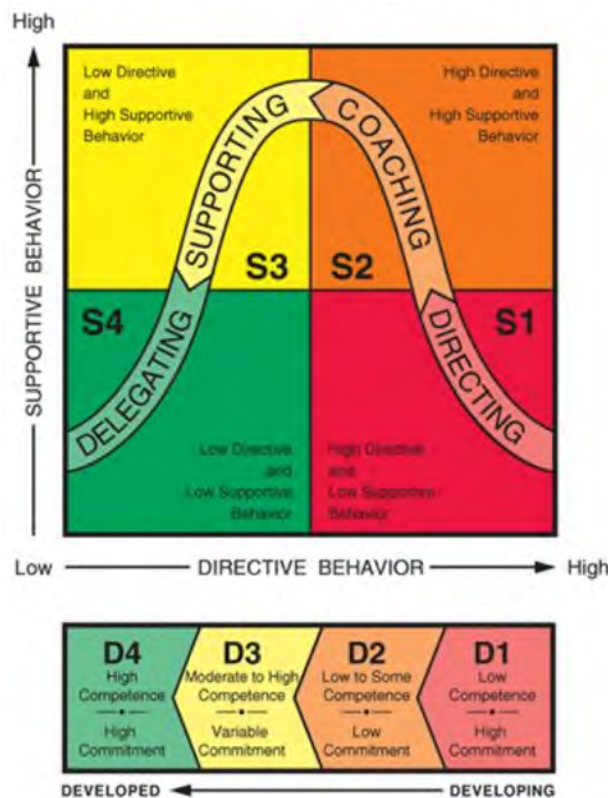
into two parts: the style of leadership and the level of development or maturity of the subordinates.

In Blanchard's SLII Model, the style of leadership is defined to have four categories: (S1) Directing, (S2) Coaching, (S3) Supporting and (S4) Delegating. At the same time, Hersey uses slightly different wording with an identical meaning.

The level of development in Blanchard's model is also defined to have four categories: (D1) Low Competence, High Commitment, (D2) Low to Some Competence, Low Commitment, (D3) Moderate to High Competence, Variable Commitment and (D4) High Competence, High Commitment. Whereas Hersey uses four different Maturity Levels: (M1) Low Maturity, (M2) Medium Maturity, Limited Skills, (M3) Medium Maturity, Higher Skills and (M4) High Maturity.

The Situational Leadership II (SLII) model is illustrated in the figure hereunder:

Figure 19: Situational Leadership II Model



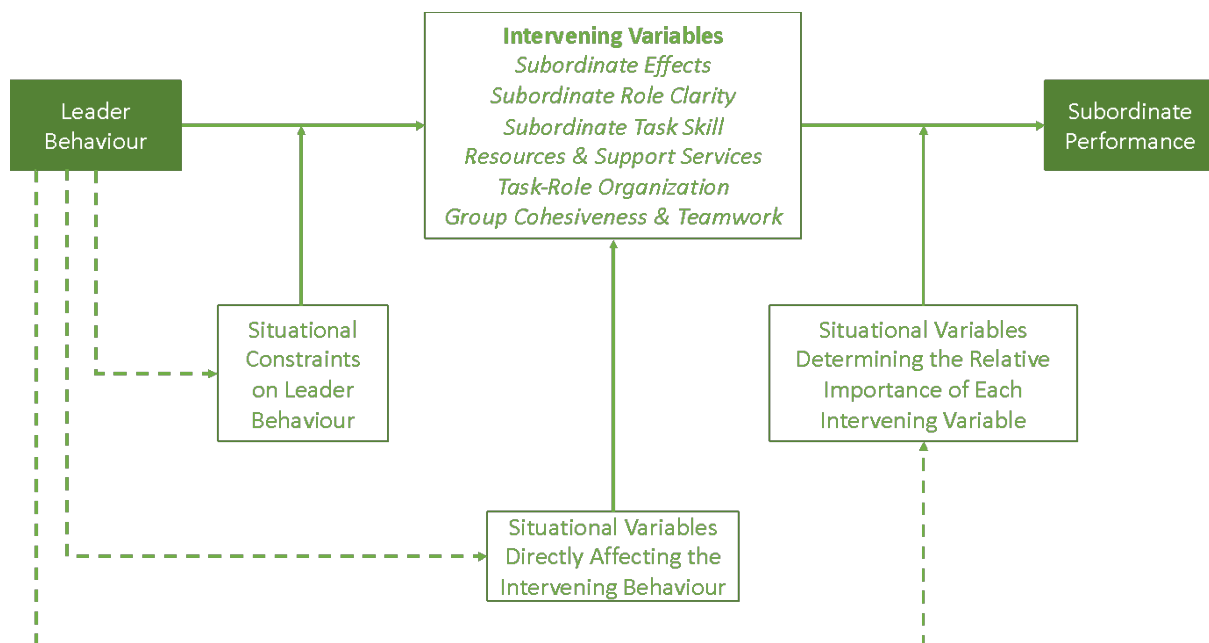
Source: (Northouse, 2007)

Within the model, there is a corresponding relationship between the style and development or maturity stages, so for example, if the subordinate is assessed to be at (D4) or (M4) then the leadership style to be adopted is (S4). As the context and the task at hand change or evolve, in the development scale, notes Shonhiwa (2016), the subordinates move between their developmental stages; therefore, it becomes imperative that the leader also changes their style to remain adaptive.

3.4.5. Multiple Linkage Theory

Yukl (1971) proposed the Multiple Linkage Theory, stating that “a leader’s effectiveness in the short run depends on their skill in acting to correct any deficiencies in subordinate motivation, role clarity, task skills, resources needed to do a task, organization and coordination of subordinate activities, group cohesiveness and teamwork” (Yukl, 1982, p.27). The illustration below depicts Yukl’s Model and the causal relationships for leadership effectiveness.

Figure 20: Multiple Linkages Theory



Adapted From: (Yukl, 1981)

Yukl (1982) noted that this theory is a meta-theory and can be said to be consistent with the Path-Goal Theory.

The researcher has a secondary affinity to this contingency theory and further wishes to explore its application in his PCLP and the advantages it may provide over the Path-Goal Theory, if any.

The question that surfaces here is, as the Contingent Theory advantages the researcher with the flexibility, agility, and adaptability that he needs for his context, which one (or more) of these theories should be adopted by the researcher as his go-to leadership style as part of his PCLP?

3.5. Normative Ethical Philosophies

“It is our choice of good or evil that determines our character, not our opinion about good or evil.”

– Aristotle

As emerging young leaders are given key positions of power with both accountability and responsibility in public sector entities in KSA, it becomes quintessential for the researcher to view the implications of ethical leadership behavioural responses based on the perception of Arabian traditions, Islamic values, Tribal heritage, Saudi culture, and the public sector organizational culture from the given normative ethical philosophies.

Brown et al., (2005) stated that literature on behavioural science, rather than philosophy, has provided little systematic scholarly attention to the ethical dimension of leadership. They continue by defining ethical leadership as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (Brown et al., 2005, p.120-121).

At the organizational level, Ethical Blindness, Ethical Muteness, Ethical Incoherence, Ethical Paralysis, Ethical Hypocrisy, Ethical Schizophrenia and Ethical Complacency are seven symptoms of failure for ethics in leadership, making the leader’s practice immoral, unethical, unvirtuous, and dark (Bright & Cortes, 2019). The table below provides a brief description of these symptoms of failure considering the public sector transformation in KSA under V2030.

Table 14 – Examples of Symptoms of Failure

Symptom of Failure	Description	Example Behaviour/Style
Ethical Blindness	Inability to recognize ethical issues, leading to decisions that overlook moral considerations	A ministry pushing forward rapid implementation of new V2030 policies without considering their impact on vulnerable citizens

Ethical Muteness	Reluctance to discuss or address ethical concerns, leading to a culture of silence on ethical matters	Senior officials ignoring reports of unethical behaviour or misconduct within a government department to avoid public scrutiny or backlash
Ethical Incoherence	Inconsistency in ethical policies and practices, causing confusion and a lack of clear direction	Different departments within a ministry having conflicting policies on conflict of interest, leading to inconsistent enforcement and confusion
Ethical Paralysis	Inability to act on ethical decisions due to fear or uncertainty	A leader in a government department recognizing corruption but failing to act due to fear of political repercussions
Ethical Hypocrisy	Dissonance between stated ethical values and actual behaviour	A ministry publicly promoting transparency while its leaders engage in opaque decision-making
Ethical Schizophrenia	Conflicting ethical messages and actions within the organization, leading to a fragmented ethical culture	A ministry advocating environmental sustainability while overlooking beneficial economic practices that harm the environment in the KSA
Ethical Complacency	Failure to maintain vigilance in ethical standards, resulting in a decline in ethical practices over time.	Vision 2030 Leaders becoming lax in enforcing anti-corruption measures over time, leading to a resurgence of unethical behaviour as witnessed pre-2016.

Then comes the case of unethical leadership. Brown & Mitchell (2010, p.588) first offered the definitional explanation of unethical leadership as “behaviours conducted, and decisions made by organisational leaders that are illegal and/or violate moral standards and those that impose processes and structures that promote unethical conduct by followers.”

This section of the literature review aims to explore the five normative ethical perspectives in further detail from the Stanford Encyclopedia of Philosophy and the Internet Encyclopedia of Philosophy.

3.5.1. Relativism

Baghrmian & Carter (2022) stated that “Relativism, roughly put is the view that truth and falsity, right and wrong, standards of reasoning, and procedures of

justification are products of differing conventions and frameworks of assessment and that their authority is confined to the context giving rise to them.” Baghramian & Carter (2022) also stated that being associated with a wide range of ideas and positions, Relativism can be cultural, conceptual, alethic, epistemic, or moral, with each type’s view expressed below.

- **Cultural Relativism** still has an unclear notion and presents the view that both values and norms, deep-rooted in societal conventions, are dependent on the group that the individual belongs to and the society that one lives in (Baghramian & Carter, 2022).
- **Conceptual Relativism** presents the view that ontology rather than ethical/epistemic norms is relativised to frameworks, paradigms, and conceptual schemes (Baghramian & Carter, 2022).
- **Alethic Relativism** claims that vantage points to judge a certain matter are context dependent (concept, culture, or linguistic frameworks) and what may hold true for one individual or group may or may not be true for another (Baghramian & Carter, 2022).
- **Epistemic Relativism** is a thesis that, depending on the local culture and conceptual/cultural frameworks, cognitive norms, having no universality, will determine what belief is considered to be rational, justifiable, and correct (Baghramian & Carter, 2022).
- **Moral Relativism**, the most reviled of the relativistic positions, presents a view that moral adjudication and beliefs about what is right/good and what is wrong/bad varies greatly across both context and time and that the correctness is dependent upon the individual and their cultural frameworks (Baghramian & Carter, 2022).

The researcher notes that this approach can become quite complex to implement in his paradigm, as deploying this philosophical approach will mean that it will be nearly impossible to reach and agree upon a set of ethical norms associated with V2030. Hence, the objectives of his leadership actions and their projected outcomes between the various societal groups and stakeholders may never be

agreed upon without the lack of a universal “truth,” possibly leading to an ethical dilemma and paralysis in his leadership.

3.5.2. Egoism

Shaver (2021) stated that Egoism, taking either a descriptive or normative position, can be segregated into three types: Psychological Egoism, Ethical Egoism, and Rational Egoism, with each type’s view expressed below.

- **Psychological Egoism** presents the view that every person has their own welfare as the penultimate aim and is therefore driven by self-interested behaviour (Shaver, 2021).
- **Ethical Egoism** presents the view that the person will morally perform an action only when that action maximizes their self-interest (Shaver, 2021).
- **Rational Egoism** the person should perform an action only when that action maximizes their self-interest, with the only difference from Ethical Egoism being the moral driver for the action (Shaver, 2021).

Moseley (n.d.) stated that Egoists overall emphasize the denunciation of self-serving and self-motivating actions in the renouncement of personal freedom and the acceptance of control by others. Moseley (n.d.) also stated that Egoists reject the view of self or personal intrinsic motivation that experts/theorists stated that they have and often modify to achieve perceived “better ends” for themselves.

The researcher observed that pre-V2030, where the public sector leaders of KSA were focused on transactional leadership, Egoism was largely prevalent in the administrative and operational functions of the government entities. Leaders pursued pathways which would benefit them extrinsically (status, promotion, financial gains) and directed, autocratically, their subordinate staff to do the same. Subordinates, following their leaders, were often also observed taking the position that whatever was best for their department in the longer term was also good for them in the longer term, as it would lead to extrinsic rewards after annual performance reviews.

However, with the V2030 and the shift to transformative leadership style and affiliated leadership coming into play, the leaders shifted their actions towards the benefit realization and value creation for the citizens rather than self-interest. Therefore, the researcher feels that the approach of Egoism will no longer be pertinent to guide his leadership behaviours and decision-making under his PCLP.

3.5.3. Deontology

Alexander et al., (2021) stated that Deontological theories can be divided into four distinct types: Agent Centred, Patient-Centred, Contractualist and Kantianism, with each type's view expressed below.

- **Agent-Centred Deontology** focuses on the perception that each individual has permission and obligation that provide a reason relative to the agent or an objective reason to act, with the idea that the morality of the agent is intensely personal (Alexander et al., 2021).
- **Patient-Centred Deontology**, in contrast to Agent-Centred theory, is focused on the basis of rights rather than duties, with versions being neutral towards the agents involved, with the premise being the rights of people (Alexander et al., 2021).
- **Contractualist Deontology** presents the view that morally incorrect acts are those actions that stand to be prohibited by principles which people in a social contract would refuse to accept or reasonably reject (Alexander et al., 2021).
- **Kantianism** is considered to be the core of the Deontological theories formed by Immanuel Kant, which presents the view that the moral quality of actions is in the maxims on which the agent acts and not on the effect of the act on others (Alexander et al., 2021).

The researcher also observed that with V2030, by early 2017, public sector leaders of KSA that had adopted a transformative approach were shifting towards the belief that, regardless of the outcome that is being achieved as a result of their actions, they will be held responsible and accountable to complying with the VRP's strategic guidelines

and KSA public sector governance mechanisms by the national leadership (i.e. having performed their duty and obligation).

Henceforth, having an accountability-only focused intention and motive may lead to the creation of a separation between the researcher's actions' intended outcome and the resultant consequence. The researcher focusing on delivering on the V2030 blueprint, therefore, does not wish to further explore this ethical perspective as part of his PCLP.

3.5.4. Moral Universalism

Moral Universalism can be claimed as the idea that “some system of ethics applies to all people regardless of race, colour, nationality, religion, or culture, must have a plurality over which to range—a plurality of diverse persons, nations, jurisdictions, or localities over which morality asserts a universal authority” (Williams, 2008).

Williams (2008) claimed that depending on the type of universality asserted, the acuteness of the challenges and diversity of objections will arise from human diversity itself, such as the case when dealing with transformation at a national level with both local and global stakeholders. Bok (1995) stated that despite the plurality, there are a number of overreaching common values (e.g., Trust) that have emerged over time that every global community has as part of its guidelines.

From an economic relevance and measurement perspective, Enke et al., (2022), conducted a controlled experiment to judge policy and decision-making context in an applied economic setting between in-group members and strangers to assess the trade-offs of universalism. Enke et al., (2022) stated that the cases of Universalism could be domestic universalism, foreign universalism, and global universalism, principally showing favouritism by individuals, especially in the case of domestic-foreign trade-offs.

The researcher expresses interest in Universalism for his context, and if adopted (practically difficult at this stage), it will mean building an absolute approach that will be acceptable to all the stakeholders as it will consider all their commonalities in his complex ecosystem. This ethical approach can be truly relevant to the post-V2030's implementation in the researcher's domain and could form a subject of inquiry for future research, as KSA's leadership possibly moves in the direction of "post-materialistic" values.

3.5.5. Consequentialism (Utilitarianism)

Sinnott-Armstrong (2022) stated that "Consequentialism is the view that normative properties depend on consequences, with the most prominent being the act's moral rightness, which holds that whether an act is morally right depends on the consequences of that act or related to that act."

The various approaches to consequentialism are outlined below:

- **Consequentialism** views the act as morally right based on the consequences of the actions rather than the circumstances or the nature and the prelude (Sinnott-Armstrong, 2022).
- **Actual Consequentialism** views the act as morally right based on the actual consequences rather than the likely, intended, or foreseen ones (Sinnott-Armstrong, 2022).
- **Direct Consequentialism** views the act as morally right based on the consequences of the act itself rather than the consequences of the person's motive (Sinnott-Armstrong, 2022).
- **Evaluative Consequentialism** views the act as morally right based on the value of the consequences (Sinnott-Armstrong, 2022).
- **Hedonism** views the pleasures and pains generated by the consequences as determining the value of the action (Sinnott-Armstrong, 2022).

- **Maximizing Consequentialism** views the act as morally right if they have the best consequences compared to the other actions that could have been taken (Sinnott-Armstrong, 2022).
- **Aggregative Consequentialism** views the best consequences as a function of the value generated from the consequence in its entirety or its parts (Sinnott-Armstrong, 2022).
- **Total Consequentialism** views the act as morally right if the total net good of the consequences is higher than that of comparative actions (Sinnott-Armstrong, 2022).
- **Universal Consequentialism** views the act as morally right if it produces good consequences for all the people in society or those that are impacted by the action (Sinnott-Armstrong, 2022).
- **Equal Consequentialism** views the act as morally right if it benefits all persons equally or similarly, maintaining the distribution of the good (Sinnott-Armstrong, 2022).
- **Agent Neutrality** views that the perspective of the agent is not important when evaluating the consequences; rather it is the view of the observer or beneficiary that matters (Sinnott-Armstrong, 2022).

Sinnott-Armstrong (2022) stated Utilitarianism is the case for Consequentialism, whose classical theorist Jeremy Bentham initially proposed the view in 1789, and theorist John Stuart Mill supplemented it in 1861 with Henry Sidgwick further articulated the theory in 1907. Nathanson (n.d.) stated that Utilitarian beliefs around morality is based on increasing the good outcomes (e.g., pleasure and happiness) and decreasing the bad outcomes (e.g., pain and unhappiness) for the maximum possible number of people in a group/society, by rejecting moral codes based on customs, traditions, leadership directives or commandments by supernatural beings. Driver (2022) stated that Utilitarianism is considered to be amongst the most persuasive and powerful approaches to normative ethics in philosophical history.

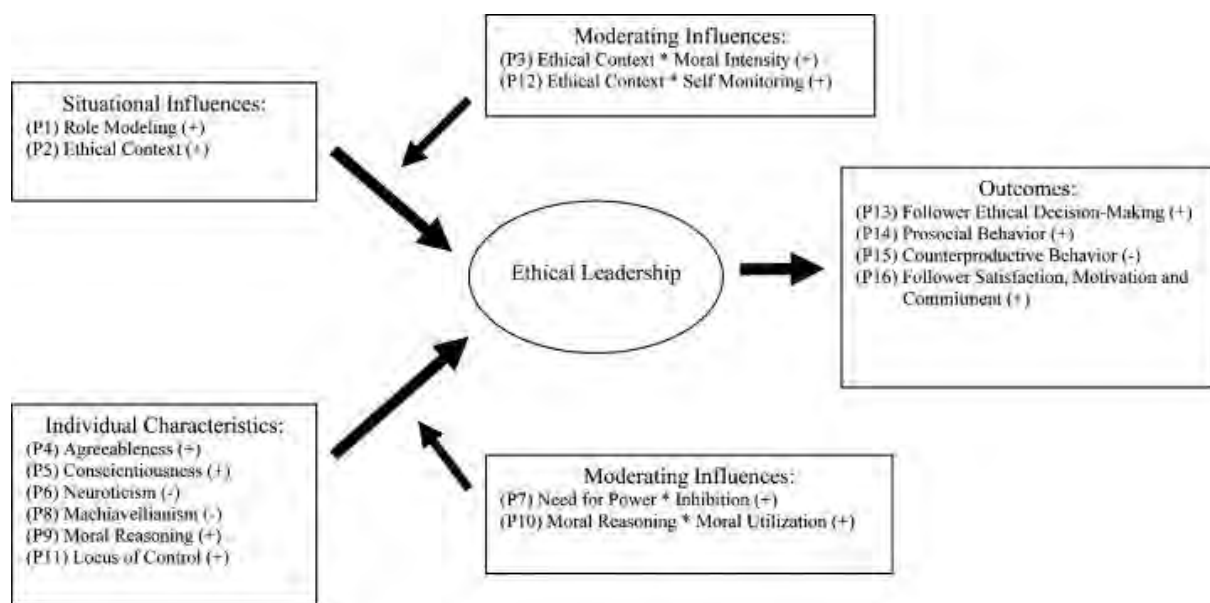
The researcher intends to deploy this ethical lens for his PCLP, given that using this approach his leadership behaviours will be morally correct and collectively be targeted towards the realization of maximum good by the society given his contextual guidelines (e.g., national leadership) and organizational constraints (e.g., funds, time).

3.5.6. Ethical Influences and Selection

Ethical Influence

Brown & Treviño (2006) have offered 12 propositions in situational influence, individual characteristics, and moderating influences that drive ethical leadership towards expected outcomes (4 propositions) to help advance further research. This is depicted in the figure below.

Figure 21: Situational Influence on Ethical Leadership



Source: (Brown & Treviño, 2006)

Ethical Approach Selection

Brennan (2007) stated that a single ethical theory may not adequately address the entire spectrum of moral problems. Guinebert (2020) endorses this statement by combining distinct aspects of theories into a new single theory or by establishing an overarching theory with aspects of each existing theory into its own distinctive sphere. This approach strengthens the overall “Contingency Theory” of leadership that the researcher is exploring to deploy as part of his PCLP.

3.5.7. Linkages and Development

Ferrell et al., (2019) stated that moral (ethical) philosophy denotes the principles or values people utilize during a decision-making process to adjudicate what is morally right and what is morally wrong. This particular statement delineates the moral (ethical) steered behaviours of leaders from business ethics (organizational) guided behaviours. The researcher here postulates the need for him to identify and prioritize personal leadership core values that will drive his leadership behaviour, both relational and commercial, in light of a given ethical perspective.

Ferrell et al., (2019) also stated that depending on whether a leader is making a personal decision or a business/national decision, they may decide to use different moral (ethical) philosophies depending on what stage of moral development and maturity they are at. In this regard, Ferrell et al., (2019), referring to six distinct stages in Kohlberg's model for Cognitive Moral Development (below), stated that time, education, experience, corporate culture, and social circle help progress the leader through them:

1. Punishment and obedience.
2. Instrumental purpose and exchange.
3. Mutual interpersonal expectations, relationships, and conformity.
4. Social system, accord and conscience maintenance.
5. Individual rights, social contract, and/or utility.
6. Universal ethical principles.

The researcher aims to reach level 5 over time as he practices his evolving PCLP and as a result of being 'principled' in his approach to leadership ethics by going beyond the current cultural, social, religious, and organizational norms & ethos towards the idealized V2030 ones.

So, the query that transpires here is which Ethical Perspective(s) should be adopted by the researcher as part of his evolving PCLP, given his context under V2030, so that he can deliver the best for his organization, stakeholders, and citizens?

3.6. Complexity & Complex Adaptive Systems

*“Everyone in a complex system has a slightly different interpretation.
The more interpretations we gather, the easier it becomes to gain a
sense of the whole.”*

– Margaret J. Wheatley

Complex theory is a contemporary theory developed at Santa Fe Institute, associated with CAS, where complexity has become an attribute due to inter-relationships, interactions, and the inter-connectivity of various components within a system and between the environment and the system itself (Chan, 2001).

Chan (2001) defined CAS as follows in his research:

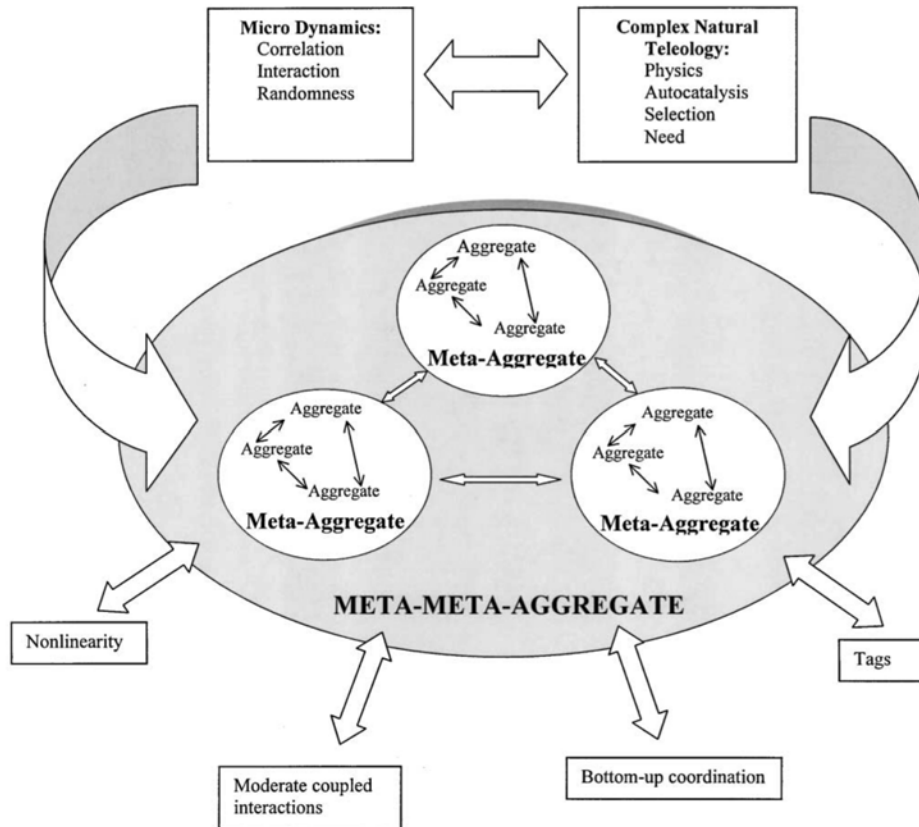
... dynamic systems can adapt in and evolve with a changing environment. It is important to realize that there is no separation between a system and its environment in the idea that a system always adapts to a changing environment. (p. 2)

So, how does complexity look like as a model?

Emery & Trist (1965) identified four types of environmental causal textures that organizations encounter with reference to their external environment with different implications for the leadership. Similarly, Marion & Uhl-Bien (2001) stated that emergent structures in an organization or in an ecosystem are the result of the interaction, correlation and randomness of macro-level and micro-level dynamic forces. Marion & Uhl-Bien (2001) further stated that Microdynamics represent the bottom-up behaviours between the components with linkages evolving into systems emerging as aggregates and meta-aggregates, and Macrodynamics represent the emergence of a larger system(s) in the shape of a meta-meta-aggregate.

This is illustrated in the figure on the next page.

Figure 22: Complexity Model



Source: (Marion & Uhl-Bien, 2001)

Marion & Uhl-Bien (2001) deduce that both aggregation and meta-aggregation driven by correlation and complex natural teleology provide grounds for innovation, collaboration, ideation and even extinction! The researcher postulates that this very interaction and the resultant state of CAS is leading to a possible emergence of leadership theory and behaviours attributed to this theory in the context of KSA's national transformation.

3.6.1.CAS Attributes

Chan (2001) identified attributes of a CAS as distributed control, connectivity, co-evolution, sensitive dependence on initial conditions, emergent order, distance from equilibrium and having a state of paradox. Turner & Baker (2020) furthered the work

of Chan and synthesized eight characteristics that distinguish a CAS from other systems; these are described hereunder.

1. **Path Dependency:** The system is sensitive to initial conditions, where the same conditions in progressive states will have different implications on the system.
2. **Systems have a history:** The future state or behaviour of the system can be traced back to its initial state and its preceding history.
3. **Non-Linearity:** Systems behave disproportionately to the imposed contextual and environmental factors.
4. **Emergence:** Internal dynamics allow it to behave and change in a manner that is unique to this system.
5. **Irreducibility:** Post transformation and progression to the next state it is not possible to revert back to the previous state or to break it down to previous catalysing components.
6. **Adaptability:** Systems concurrently are ordered and re-ordered based on external and internal influences, making them more resilient and adaptable.
7. **Operate between order & chaos:** Between stated adaptive tensions arise due to the delta between the system and the environment.
8. **Self-Organizing:** The composition of the system components is based on inter-dependencies and inter-actions, resulting in a diversity of the system.

3.6.2. Integrating CAS and Leadership

Uhl-Bien et al., (2007) extended the application of CAS and connected it with the evolving leadership as the world moved from the industrial age (the focus of most leadership theories) to the knowledge era and put forward an argument for the Complexity Leadership Theory having the dynamics of a CAS.

Uhl-Bien et al., (2007) define this theory as:

...framework for leadership that enables the learning, creative, and adaptive capacity of complex adaptive systems (CAS) in knowledge-producing

organizations or organizational units. This framework seeks to foster CAS dynamics while at the same time enabling control structures appropriate for coordinating formal organizations and producing outcomes appropriate to the vision and mission of the system. It seeks to integrate complexity dynamics and bureaucracy, enabling and coordinating, exploration and exploitation, CAS and hierarchy, and informal emergence and top-down control. (p. 9)

As part of this theory, Uhl-Bien et al., (2007) stated that this theory can be further understood by seeing leadership within move from administrative to adaptive and finally towards enabling roles. Uhl-Bien et al., (2007) define the three 'entangled' leadership roles as follows:

1. **Administrative Leadership:** Behaviours in formal managerial/leadership role during planning, coordinating, supervising, and leading action for achieving "organizationally prescribed" outcomes.
2. **Adaptive Leadership:** Creative, learning, and adaptive actions and behaviours that result in the interaction of CAS elements to balance the emerging adaptive tensions.
3. **Enabling Leadership:** Actions to sustain and catalyse the conditions where adaptive leadership can succeed in overcoming the adaptive challenges and tensions, specifically between the bureaucratic and emergent leaders of the organization.

3.6.3. Complexity and Wicked Problems

Turner & Baker (2019) stated that problems can be classified as either simple, complex, or wicked, where simple problems can easily be defined and a solution proposed, complex problems have a general agreement on the problem definition but a variety of opinions/proposals for possible solutions; however, wicked problems have non-definitiveness in the problem statement, disagreement on solutions or possible non-solubility, irreversible consequentiality and individual uniqueness.

Turner & Baker (2019) express their opinion that using traditional linear methods to address wicked problems will lead to partially elucidated analysis and deception that

the chosen solution has resolved the problem. Turner & Baker (2019) in conclusion, assert that in various disciplines, wickedness has become the new norm, with leadership and a social science better positioned to address these problems using complexity theory and complexity thinking.

The researcher interprets the organizational context and the ecosystem that V2030 is aiming to transform with its VRP as the wicked problem. In the researcher's view, traditional change management and transformation approaches have provided limited guidance to emerging leaders in their VUCA 'world.'

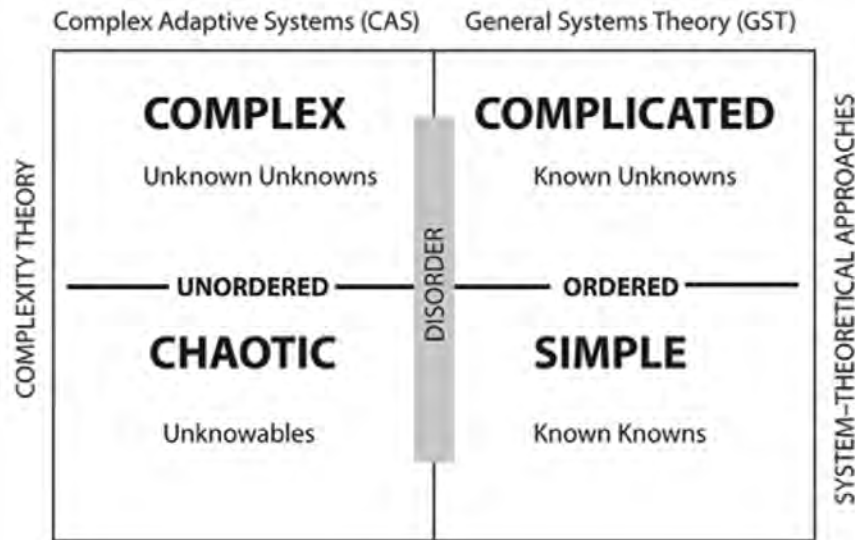
Furthermore, executive education programs aimed at leadership development have assisted only in specific areas of the adaptive leadership challenges these leaders faced. The proposed solution also remains largely elusive, which this research aims to assist in.

3.6.4. Complex Decision Making

Turner & Baker (2019), in their research of Complex Leadership Theory, refer to the work of Kurtz and Snowden, where they developed the Cynefin Framework and linked their system thinking views to each of the five types of contexts for sense-making of the problem and decision-making for the solution: Simple, Complicated, Complex, Chaotic and Disorder (intermediary stage).

Aimed to make sense-making for organizations in a complex environment, the modified framework presented by Turner & Baker (2019) is illustrated in the figure on the next page.

Figure 23: Complex Environments



Source: (Turner & Baker, 2019)

This is an area of interest for the researcher, as decision-making or assisting the national/political leadership in decision-making, given a complex or chaotic transformation environment, is a function within his leadership role.

With his previous work experience in a paramilitary organization, Mol and his current role with the MoD, he has seen the application of the theoretical Cynefin Framework in his CAS environment as part of the Evidence-Based Decision-Making (EBDM) for Simple, Complicated, Chaotic and Complex Environment scenarios.

In this regard, Mattila (2016) viewed leadership requiring complex decision-making from a military perspective with the intent to support the strategic planning and knowledge creation for leaders working within the Command, Control, Communications, Computers, and Information (C4I) System of Systems (SoS) superstructures.

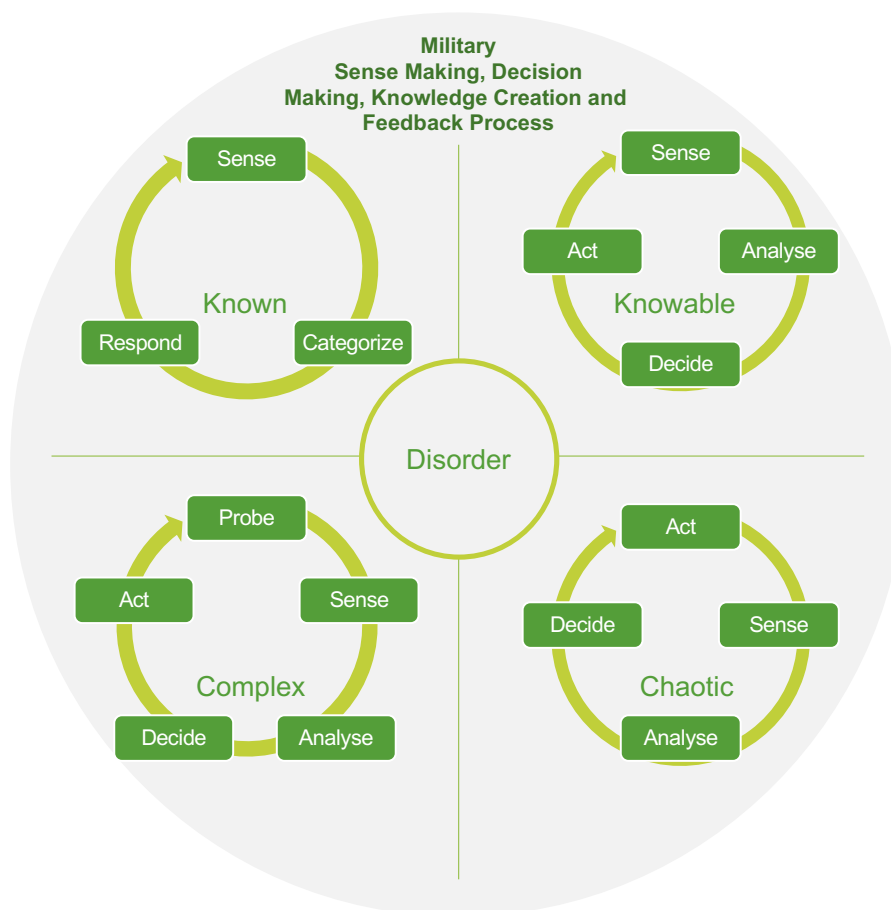
Simple Environments in the Military Decision-Making Process (MDMP) are known as Knowns, with the process beginning with Sensing, Categorizing, and ending with Responding (Mattila, 2016). Complicated Environments are termed Knowable, with the process starting with Sensing, Analysing, Deciding, and concluding with Acting

(Mattila, 2016). Chaotic Environments are termed the same and start by Acting, then Sensing, Analysing, and culminating with Deciding (Mattila, 2016).

It gets interesting with Complex, which is also termed the same in the MDMP, with the process starting with Probing the contextual environment followed by Sensing the elements forming the wicked problem, Analysing the adaptive challenge and workable solutions, deciding, and then Acting accordingly by leading self and teams to achieve the desired outcomes (Mattila, 2016).

These steps of the applied Cynefin Framework in a military environment are illustrated hereunder.

Figure 24: Military Decision-Making Process



Adopted from: (Mattila, 2016)

3.6.5. Disorder in CAS and Chaos Theory

The Chaos Theory was first formulated by Edward Lorenz when he first observed this mathematical phenomenon in 1961, where a small variation at the start of a calculation would yield an impact in the order of magnitude of the initial variance (Oestreicher, 2007). Goldberger et al., (1990) applied this theory to CAS with non-linear dynamics that responded disproportionately to stimuli by behaving chaotically in a deterministic fashion – calling them Chaotic Systems.

Sungaila (1990) noted that chaos theory relates to all structures of cultural, social, and physical realities, with Brown et al., (2005) stating that the chaos theory has been applied to various fields of social sciences, including politics and economics. Brown et al., (2005) further stated that in such systems, processes are initiated at the same point; however, they can diverge exponentially towards different bearings, with even slight changes causing large and unexpected implications on the expected outcomes.

Sungaila (1990) also noted that the application of chaos theory to leadership could be known as the ‘butterfly effect’ with minute fluctuations (individual leadership) in a non-equilibrium disordered CAS having a considerable impact on the order and equilibrium state of the outcome (group followship).

So, the emerging thought process is whether the transformative V2030 context of the researcher can be considered as a CAS in a chaotic environment, and if so, will the elements of the Complexity Leadership Theory play a role in the leadership behaviours and decision-making process guided by the researcher’s PCLP?

3.7. Grounded Theory

“That’s really part of being a grounded theory researcher – putting names to concepts and experiences that people have.”

– Brené Brown

Lassig (2022) stated that Grounded Theory is a qualitative research methodology using an exploratory method that is grounded in data that is both gathered and analysed systematically and is poised to have six methodological attributes:

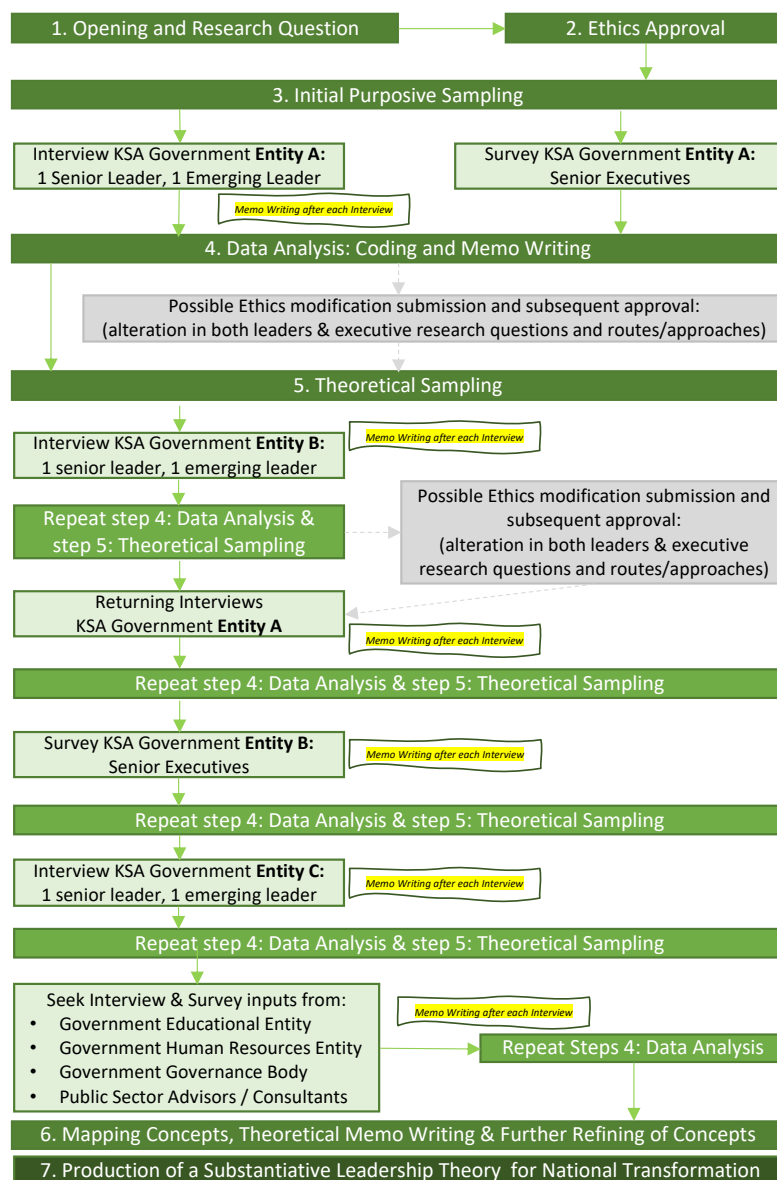
1. Developing the theory
2. Generating concepts from data and not from the theory
3. Using constant comparative method
4. Collecting and analysing data concurrently
5. Conducting theoretical sampling and saturation
6. Composing memos

Introduced by Barney Glaser and Anselm Strauss in 1967, this approach allows for the development of new insights grounded in observational data, rather than testing existing theories, and therefore provides for researchers a robust framework for analysing complex social phenomenon systematically (Glaser & Strauss, 1967). Sbaraini et al., (2011) stated that this theory is founded on the seminal book “The Discovery of the Grounded Theory”; however, it is now diverse and categorized into four different classes (Classic Grounded Theory, Qualitative Research, Constructivist Grounded Theory and Post-Modern Situational Analysis) with a fifth one emerging (Dimensional Analysis).

The advantages of this approach to the researcher include the possibility to proceed without building a hypothesis tree, providing him with flexibility around the topic and its direction, improving conclusion as coding is done over a series of stages and with data first, conclusions could be sound or cogent depending on deductive or inductive analysis (Glaser & Strauss, 1967). The disadvantage of this approach includes the

fact that a large topic such as V2030 leadership issues can take time, theoretical sensitivity may be dulled, bias may arise in collecting, analysing and interpreting qualitative data may be subjective, difficulty in the analysis of the qualitative data itself, and it may not be repeatable as it could lead to a fact-based hypothesis (Glaser & Strauss, 1967). The figure below depicts hypothetically how a grounded theory study can be structured and possibly conducted for the researcher, in his context, to justify his methods and produce findings of higher quality, with the per chance of ascertaining a novel leadership theory.

Figure 25: Grounded Theory Procedure into Researchers' Context



Adopted from: (Sbaraini et al., 2011)

V2030 presents a possible gap in leadership theory based and ethics on the context and nature of the CAS, that the researcher is exploring in this academic endeavour. The question that arises here: should the researcher radically diverge from the traditional methodology and adopt this approach for designing his study and possibly proposing a new leadership theory?

3.8. Summary

The synthesis of the literature review around the leadership theories/styles and normative ethical philosophies has offered the researcher a deeper understanding of the elements of leadership that will form the building blocks for his PCLP and the LVB. The literature review of CAS has helped the researcher understand the elements and characteristics of his public sector's dynamic complex context, in which both the PCLP and the LVB are poised to be deployed.

Based on the literature review, the researcher notices a gap in the leadership studies as they have been based either on the developed countries in the West and Australia or on selected developing countries like Singapore, China, and Japan. Middle Eastern countries, and specifically GCC countries where KSA lies, have unique Arabian traditions, Islamic values, Tribal heritage, Saudi culture, etc., that may present a different leadership paradigm based on the given constructs.

Also, based on the literature review, the researcher perceives a gap in the normative ethical philosophies, which do not consider the Islamic perspective (whereas Taoism and Stoicism, for example, are extensively researched), which plays a key role in Saudi governance mechanisms, legal frameworks, and social way of life. Another gap, specifically in the Transformative leadership approach, which considers organizational and industry level microeconomic context, has limited guidance at macroeconomic level where the changes are being played out by V2030 at not only the national level but also at a global and regional scale.

Grounded Theory, therefore, may present a viable research opportunity for the researcher as opposed to the initially proposed Case Study Research Method (CSRM) in the event that the gaps identified in the existing leadership theory and ethics are needed to be actioned by conceptualizing an emergent explanatory theory of the phenomenon happening in the KSA public sector leadership space.

To conclude, in the national transformative context of V2030, the researcher's current organization and his probable future leadership role(s), the researcher has transpiring questions from the literature review that he will potentially seek answers to in the research phase of his critique and exploratory part of evolving his PCLP.

Chapter 4

4. Research Design and Methodology

4.1. Introduction

This chapter explains and justifies the overall research methodology and design for this critique and is divided into four main sections.

The first section describes the research methods adopted by the researcher and the perspectives that he has. The researcher has intentionally opted to use the CSRM as the method of inquiry. Three cases have been selected by the researcher, with each case being based on one of the key organizations in the public sector of KSA under a single theme but in three different individual contexts. The researcher has also selected the 'Constructivist' paradigm to undertake these case studies.

The second section defines the three types of research undertaken by the researcher and the methodology that was used to administer the research. It is to be noted that three types of research have been conducted: (I) Literature Review, (II) Quantitative Research via a survey, and (III) Qualitative Research via interviews.

The third section discussed the coding and analysis required for the qualitative research. The concluding section discusses both the validation and reliability of the research that has been conducted to support/negate the primary and secondary hypotheses that were formed at the proposal stage of the critique.

4.2. Research Paradigm and Method

“There’s no discovery without a search and there’s no rediscovery without research.”

- Benjamin Suulola

4.2.1. The Need, Objectives and Hypotheses

Current global economic and political turbulence presages a possible start of a new era for leadership in the KSA that is structurally quite different, underpinned by widespread reforms in a “VUCA World,” carrying with it its unique challenges and a fresh narrative of transformative evolution, under its ambitious national V2030 blueprint.

With this, the researcher had set three distinct objectives for this critique:

1. Providing a review of leadership styles and their evolution relative to the context applicable to the public sector.
2. Understanding gaps in theoretical leadership approaches and how leadership is currently being played out in KSA, selecting/proposing a style relatively better suited for future leadership roles under Vision 2030.
3. Finding an inner purpose and design, test & prove a direction-setting framework for self-leadership to realize life outcomes and furthermore, outlining a Leadership “Guidance” framework for the emerging leaders in the KSA’s public sector.

The researcher’s primary hypothesis, therefore, was that next-generation leaders, including himself, are striving to realize V2030 in the KSA and face inimitable challenges that require a neoteric approach to leadership in the public sector. Anchoring on this, the researcher based two secondary branched hypotheses.

Hypothesis A: The first branched hypothesis is that in this uniquely dynamic context with increasing complexity and high uncertainty, the researcher needed a specific leadership behaviour guidance model to drive his leadership practice in the current and expected future engagements within the public sector. Further disaggregation of this hypothesis needed the review of the national context, core value definition and prioritization, ethical perspectives, leadership styles, behavioural guidelines, feedback mechanisms and the desired outputs or the outcomes of the researcher himself. The expected validation of this hypothesis would be a hypothetical model termed as the Personal Contingent Leadership Paradigm.

Hypothesis B: The second branched hypothesis was that the young, qualified but inexperienced leaders not only need executive education to improve their knowledge, coaching/mentoring to sharpen their skills, and consultancy services to augment their abilities, but they also need a leadership framework to help them navigate their complex contexts. Further disaggregation of this hypothesis needed the review of the national context, social/cultural/religious factors, organization culture, public sector governance, knowledge/skills/abilities, and the transformation experience of the researcher's peer leaders. The expected validation of this hypothesis would be an outline of a proposed theoretical framework termed as the Leadership Vision Board.

4.2.2. Selected Research Paradigm

The researcher had determined that the 'Constructivist' view would be the distinctive research paradigm that he would utilize for conducting this research. Although this approach will not incontrovertibly be in the absolute right, similar to any of the other three approaches of positivism, post-positivism, and critical theory, it does ultimately prove the utility for building his PCLP in light of his unique personal context (Guba & Lincoln, 1994). It also allowed for a detailed development of the PCLP specification that is highly specialized rather than generalized, with the researcher being an integral part of the research and construction of new knowledge (Charmaz, 2014).

From an ontological perspective, this approach allowed for the contextual definition, research questions, analysis, and case reviews to remain relativistic based on the researcher's predispositions and subsequent perceptual construction of his reality in the public leadership space of KSA under V2030. From an epistemological perspective, the researcher's understanding was, therefore, to be derived based on not only the past events but also the current events with his interactive connection to both the context and subject on a subjective basis. From an axiological perspective, this constructed reality was eventually viewed through the lens of the researcher's pre-defined personal core values.

Henceforth, the proposed research design was deliberated to discover the researcher's own comprehension of the contemporary context and its leadership requirements using both quantitative and qualitative methods, as discussed and detailed in the next section. Similarly, the literature research conducted previously and presented in Chapter 3 was also based on the researcher's view of the research area, his hypothesis, and his understanding of his context.

4.2.3. Methodology

CSRM was utilized as the primary method of inquiry or case study research. There were three primary reasons for choosing this methodology based on Yin's (2018) recommendations: (I) Main research questions in both quantitative and qualitative surveys sought to explain the circumstances and the context, (II) There was limited control over the behavioural events and (III) the crux of this research was a contemporary issue rather than a purely historical one. Alternative research methods considered to be adopted were Experiment, Survey, History, and Archival Analysis.

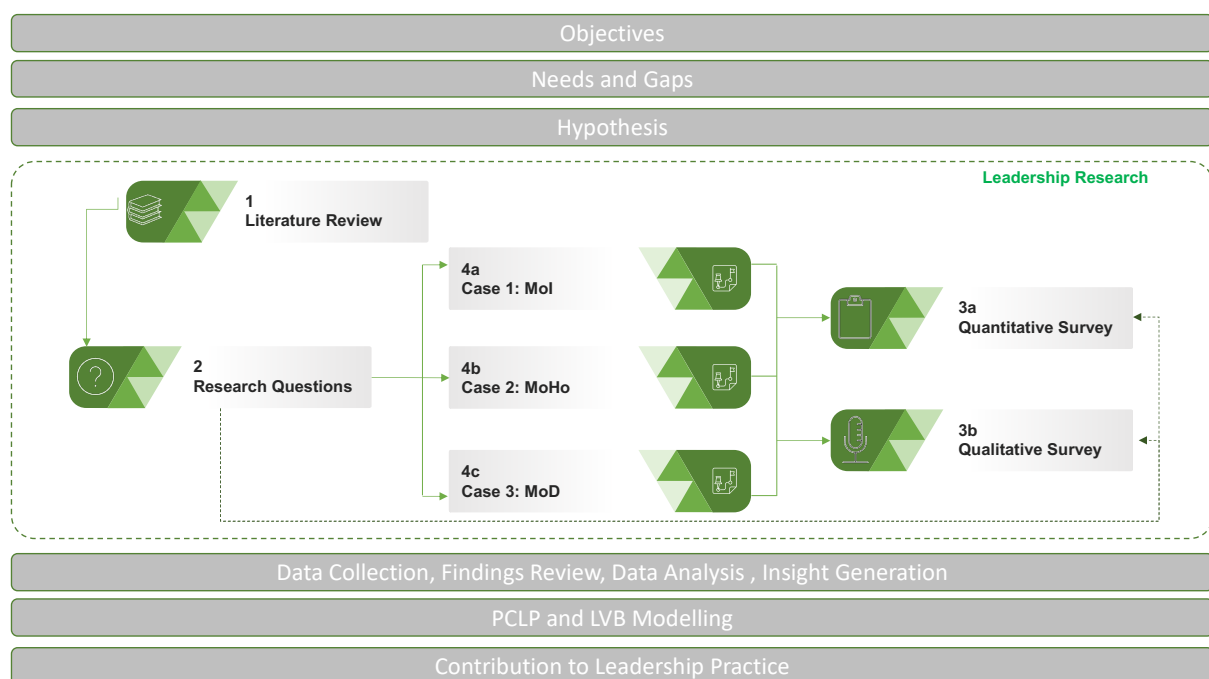
A 'Gaps and Holes' approach, as described by Ridder (2017), was used to design the elements of the CSRM with the case highlighting the posed research question, existing theoretical review, the proposition and finally, the framework(s). Pattern matching was the primary choice for analysis, followed by analytical generalization. This also brought the phenomenon of V2030 and KSA's transformation within the bound of existing

theories (transformation); however, the positioning of the phenomenon was on the theory's continuum or an extended theory.

Henceforth, the CSRM for this critique was established on the literature reviews that have been done previously as part of DBL 701, 702, 703, and 704 modules and of this critique. It also based itself on the researcher's PCLP, which has been continuously evolving over time and the researcher's narrative of the impact of V2030 in two main public sector entities where the researcher has worked (MoI and MoHo) in addition to the current public sector entity where he works (MoD).

The overall research blueprint is illustrated in the image below.

Figure 26: Leadership Research Blueprint



The design of the CSRM and the resulting questions are discussed in the next section of this chapter.

4.3. Research Design and Administration

“The power of statistics and the clean lines of quantitative research appealed to me, but I fell in love with the richness and depth of qualitative research.”

– Brené Brown

4.3.1. Literature Review

The researcher lists the leadership literature review as his first tool & technique to review and understand the theories and any existential research related to his context and helped towards laying the groundwork for proving/disproving his hypothesis. Ultimately, the outputs from this step, outlined in Chapter 3, have also served as his inputs to the composition of his longitudinal case study in addition to the design of the questions for his quantitative and qualitative research.

The objectives of the researcher were as follows:

- Review historical and current research to build understanding.
- Synthesize themes, the thought process, and their contradictions.
- Identify any gaps in the literature.
- Keep own research anchored and coherent.
- Justify and support the PCLP evolution and the conceptualization of the LVB.

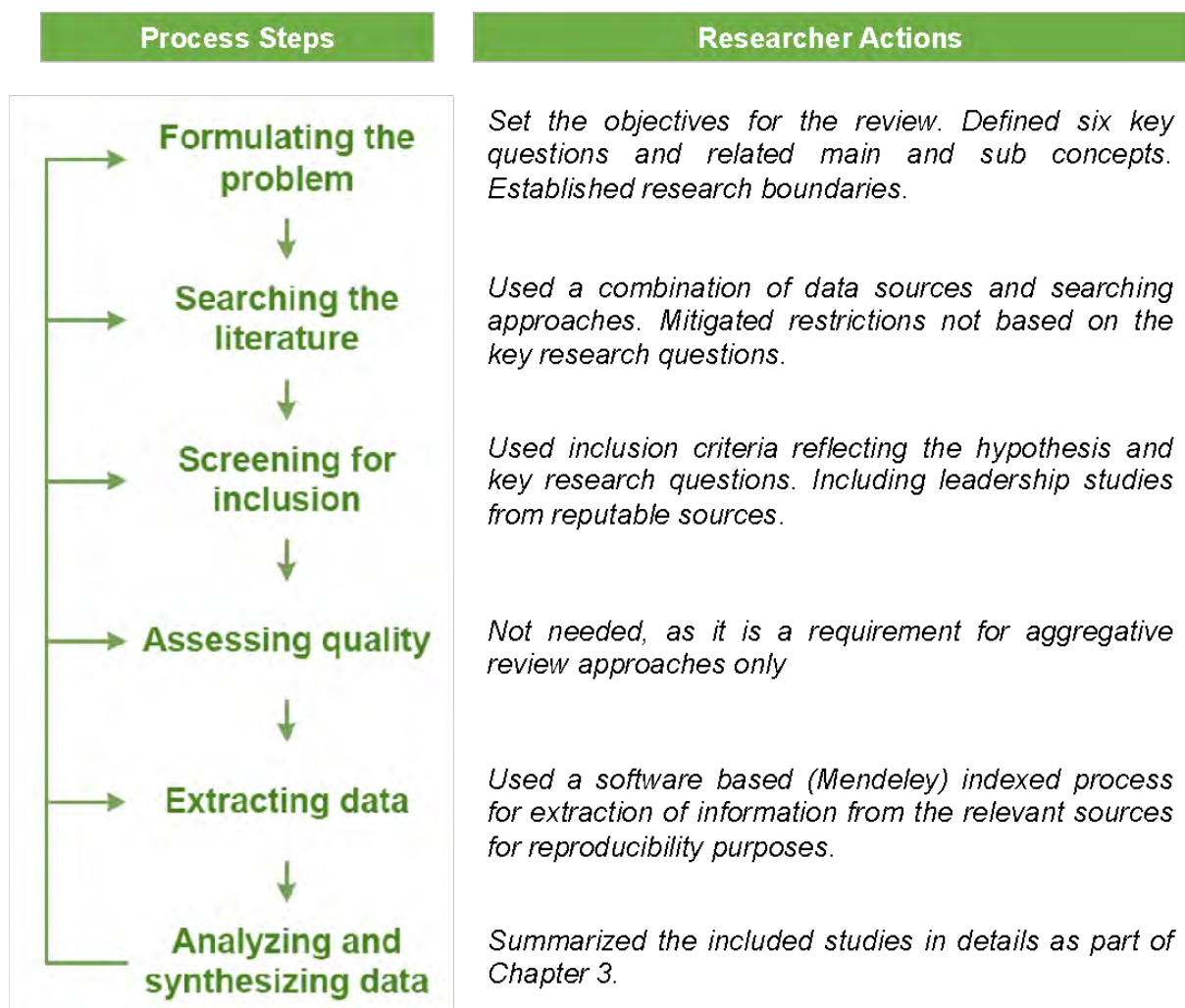
As a CSRM approach was to be adopted for this research, a narrative review approach was selected to conduct the literature review to build the researcher’s narrative using thematic analysis, content analysis and conceptual framework reviews (Paré et al., 2015).

There were six key points of inquiry that drove the literature review, centred around the evolution of leadership, differentiation of public sector leadership from private sector leadership, leadership style best suited to the organizational context, ethical

position best suited to the national context, working around complexity, and theory building or augmenting. Each of these points had a core question that was then researched. Figure 13 in Chapter 3 provides a mind map to depict how the literature review was navigated.

Based on the guidelines presented by Cronin et al., (Cronin et al., 2008) and Levy & Ellis (2006) for narrative literature reviews, the process that was followed is illustrated in the figure below:

Figure 27: Literature Review Process

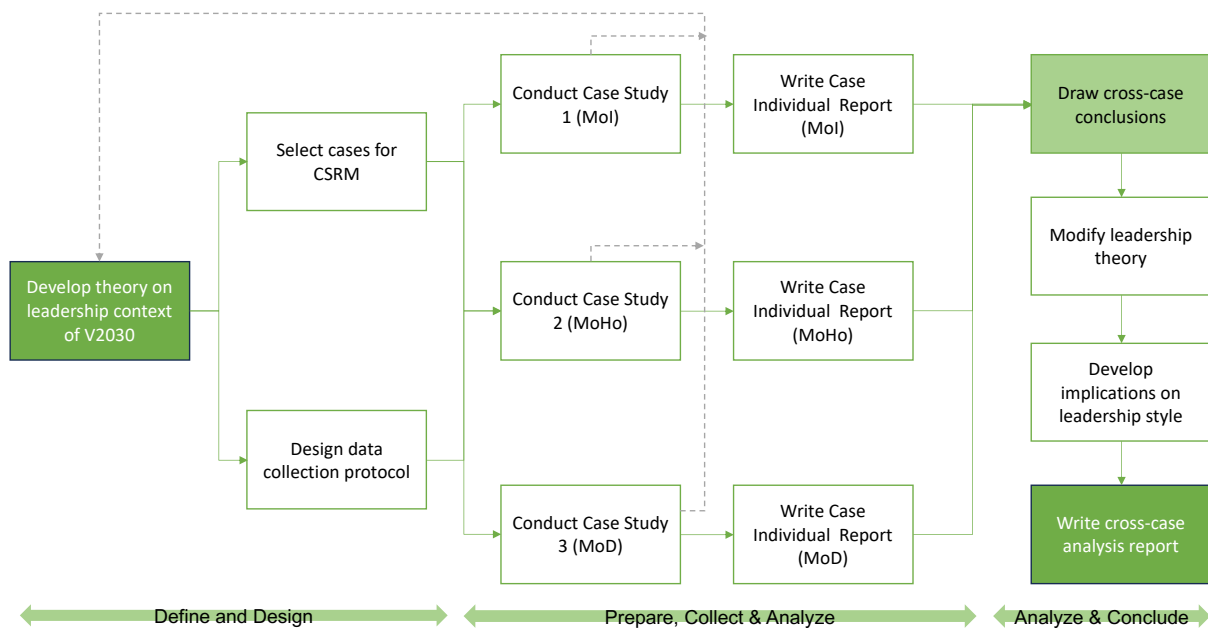


Adapted From (Templier & Paré, 2015)

4.3.2. Longitudinal Case Study

The case study design was selected to be a Type 4, with multiple case designs and embedded multiple units of analysis to provide the researcher with either literal replication or theoretical replication (Yin, 2018). In line with the recommended procedure by Yin (2018), the process that was followed is illustrated hereunder:

Figure 28: Longitudinal Case Study Process



Adapted From: (Yin et al., 1983)

It is to be noted that as the theory is relatively unambiguous, the researcher at his discretion has opted to limit the research to three case studies, in line with Yin's (2018) guidelines, as the issue does not demand an excessive degree of assurance, yet it provides a degree of triangulation. It is also not expected that rival explanations, if any, will have much strength and, therefore, will be of lesser importance.

Furthermore, a mixed-methods research design is adopted where the researcher combines quantitative and qualitative analysis with the CSRM into a single study providing the researcher with a richer and stronger array of evidence (Johnson & Onwuegbuzie, 2004). The components of the other methods of research are discussed in the following two sections of this chapter.

The illustration below represents the design of the CSRM.

Figure 29: CSRM Design



Adopted from: (Yin, 2018)

The overall period of the case study starts from May 2015 when the researcher was first employed in the public sector before the launch of V2030 and extended to the present time as depicted in Figure 34: Case Study Timelines, and further discussed in the Section 4.5.3 from an internal validity perspective.

The overarching theme of the CSRM is emerging leadership challenges for young leaders driving the national transformation. Within this theme, three unique contexts of leadership are reviewed: (I) conflict management and technology adoption, (II) crisis management and operational stability and (III) transformation and culture change.

Each of the selected contexts is set in a time frame bound case that represents a transformative phenomenon, driven by V2030, that questioned the effectiveness of the prevalent leadership styles and the mandates of the organization in which the researcher was working. Within these cases, the following five embedded analysis units were prescribed by the researcher:

1. Leadership Challenge
2. Core Value Deployment and Implication

3. Ethical Approach
4. Leadership Styles and Behaviours
5. Organization Culture and the National Context.

4.3.3. Quantitative Research

The purpose of quantitative research was to allow the researcher to validate his hypothesis with the objective of being able to generalize the results, evaluate conclusions, and make further predictions using deductive analysis.

The quantitative analysis's targeted respondents included five distinct groups from whom the researcher had planned to seek feedback on the survey questions. These are detailed hereunder in the table.

Table 15 – Quantitative Survey Respondent Groups

Self	Ministry of Defence	Ministry of Housing	Ministry of Interior	Other Public Leaders
1	10	6	4	5

These personnel from their respective organizations had been chosen carefully based on the following criteria:

- Holding or supporting a senior public office with direct involvement in the national transformation program since the launch of V2030.
- The age group between 25-40 years at the time of first appointment in a leadership role, being of any gender, for both Saudi and Non-Saudis (i.e., new generation leader).
- It was preferred that participants know how to speak, understand, read, and write English, as it was selected to be the survey language.
- Appointed at senior executive level positions similar or equivalent to Assistant/Deputy/Vice Minister of Governor, Board Member, C-Suite, Director, Advisor or Consulting Principal/Partner.

- Have had direct interactions with the researcher diametrically as his superior, his subordinates or his peers or significant indirect interactions given their positions as external advisors, consultants, or specialized services providers.

The categories of the respondents were selected similarly to a 360-degree feedback mechanism with the participation of immediate superiors, peers, direct reports, external stakeholders, and internal stakeholders.

The empirical survey was divided into five sections outlined in the table hereunder:

Table 16 – Survey Sections

	Description
Section 1	This section provided a brief overview of the survey's intent and gathered preliminary information of the respondent including the full name, the organization they work for, the length of time and capacity in which they have known the researcher amongst other key factors.
Section 2	This section covered the recording of the consent of each of the respondent and the type of permission they grant for the use of information provided to the researcher by them through the completion of the survey.
Section 3	This group of questions sought answers to queries related to the leadership paradigm, in the <u>period of time</u> right before V2030 was launched (pre- January 2016) and during the year of its launch in 2016 and adaptation.
Section 4	Furthering the previous section's line of questioning longitudinally, this group of questions, sought answers to queries related to the leadership paradigm, post 2020, upon the achievement of the NTP, readying the organisations for achievement of V2030 objectives, to present times.
Section 5	Thank you note for the respondent and contact information for the researcher should any further information or feedback needs to be provided for the qualitative survey. A time frame has also been provided in which compiled results and analysis would be shared with them to circumvent certain biases.

An overview of the survey questions linked to their embedded analysis units across two-time frames is presented in the table, on the next page, in a comparative format over two time periods.

Table 17 – Quantitative Survey Questions

Embedded Analysis Unit	Pre-2016	2020-2023
Leadership Challenge (LC)		
LC1	How significant was the impact of the launch of Vision 2030 on Saudi public sector organization's internal and external operating environments?	What is the current continued impact of Vision 2030 and its relevant Vision Realization Program on the public sector's transformed internal and external operating environment?
LC2	Which of the following VUCA elements were affecting the overall terrain that leaders were navigating as part of their transformation drive?	Which of the following VUCA elements continue to affect the overall terrain that emerging leaders are currently navigating and will persevere in this phase of the Vision 2030 implementation?
LC3	Which one of the following areas of transformation posed a primary challenge to the emerging next generation leaders in the Saudi public sector?	As the emerging leaders mature, which one of the following areas do they consider now as their primary challenge?
LC4	Which one of the following areas of transformation posed a secondary challenge to the emerging next generation leaders in the Saudi public sector?	As the emerging leaders mature, which one of the following areas do they consider now as their secondary challenge?
Core Value Deployment & Implication (CV)		
CV1	Which of the following themes do you think were the closest representation of the core values of the leaders at that time?	Have the leader's selected personal core values helped them build congruence or created dissonance with the organizational and national approach?
Ethical Approach (EA)		
EA1	Which one of the following normative moral philosophical approaches most closely described the ethical approach, conduct and behaviour of the	Has the leader's adopted normative moral philosophical approach aided them in the alignment with the

	emerging leaders, at that time, in a rapidly changing macro and micro context?	organizational and national approach outcomes?
Leadership Styles & Behaviour (LS)		
LS1	What single type of leadership approach most closely describes the leadership style of emerging leaders prior to the launch of Vision 2030 in Saudi public sector organizations?	What leadership approach have maturing leaders now adopted in the Saudi public sector?
LS2	How would you rate the applicability of the emerging leaders' existing knowledge, skill, abilities, and experience for the new paradigm at that time?	How would you rate the applicability of newly acquired knowledge, skill, abilities and experience for the leader's current role and the next phase of Vision 2030?
LS3	How influential were the following factors (Traditions, Heritage, Culture, Religion) on the emerging leaders' personal core values, personality, leadership style, characteristics, traits, and behaviour?	---
LS4	Was leadership development and change management formal education, executive education, on job training, certifications, coaching and/or mentoring opportunities provided to the emerging leaders by the organization?	How effective and practical were leadership concepts, theories, tools & techniques, frameworks, domains, and models learnt under corporate learning and development programs in addressing Vision 2030 leadership challenges for these leaders?
LS5	Looking back into the emerging leaders' first role under Vision 2030, what, in your opinion, was influencing their followership?	Reflecting on their current role as a maturing leader under Vision 2030, what, in your opinion, is now influencing their followership?
Organizational Culture & National Context (CC)		
CC1	How would you describe the level of maturity of corporate governance in the Saudi public sector at that time?	How would you describe the current level of maturity of corporate governance in Saudi public sector organizations today?
CC2	What was driving the overall leadership in the organization prior to the launch of Vision 2030?	How is the overall leadership in the Saudi public sector driven today?
CC3	How would you describe the Saudi public sector's culture traditionally?	How would you currently describe the Saudi public sector's culture after its

		completion of Phase 1 of the transformation under the National Transformation Plan?
CC4	How would you describe the Saudi public sector's preference in terms of the organisational learning and personnel development model at that time?	What is the current Saudi public sector's preference in terms of the choice of the organisational learning and personnel development model today?
CC5	Which of the following feedback model is the closest representative to the way feedback was expected to be given in the Saudi public sector at that time?	Which of the following feedback model is the closest representative to the way feedback is now expected to be given in the Saudi public sector today?
CC6	---	Where do you feel the gaps are, if at all, in the current public leadership space in Saudi Arabia? (Envisioning, Sensing, Analysing, Deciding, Acting, Sustaining, Learning, Communicating)

Microsoft Forms was used as an online survey design, administration, and data collection tool for this survey. The user interface was designed in a way that the respondents could opt to use either their cellular phone or a computer to respond.

The survey was planned to be opened for online participation on Sunday, 8th of October 2023, after the ethics approval from the DBL Program Director, for a duration of three weeks.

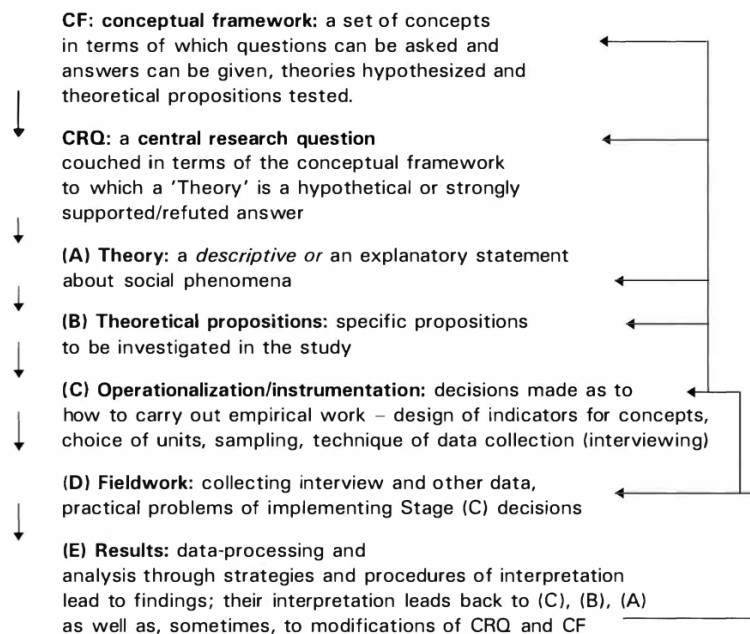
It is to be noted that prior to the distribution of the survey link to the target respondents, the researcher personally held conversations with them to inform them about the need, objective, context and to obtain their kind consent for participation in the research.

The template of the published survey form is provided in Appendix 3 – Quantitative Survey Form for reference purposes.

4.3.4. Qualitative Research

The purpose of qualitative research was to allow the researcher to verify his hypothesis with the objective of being able to uncover rationale, discover patterns and to gain insights using inductive analysis. From a process perspective, the Rose-Wengraf Model of the research process was used, which represents a classical model of pre-conceptualization, pre-theorization, and stages of evaluating the theory (Wengraf, 2001). This process that was followed is depicted hereunder in the illustration:

Figure 30: Rose-Wengraf Model of Qualitative Research



Adopted from: (Rose, 1982)

The quantitative analysis's targeted respondent candidates included four distinct groups from whom the researcher had planned to seek feedback on the interview questions. These are detailed hereunder in the table.

Table 18 – Qualitative Survey Respondent Groups

Ministry of Defence	Ministry of Housing	Ministry of Interior	Other Public Leaders
2	1	1	3

These personnel from their respective organizations had been chosen carefully based on the same criteria as used for the quantitative research, with the addition of two requirements:

- Must have participated in the quantitative survey.
- Hold a relatively senior position within the group of respondents.

The interview was divided into three main sections outlined hereunder:

Section 1- This section covered establishing the consent of each of the respondents and the type of permissions they grant for the use of information provided to the researcher by them through the completion of the form.

Section 2- This section provided the researcher an opportunity to seek feedback on the first draft of the case study write-up and the survey questionnaire they had already responded to.

Section 3- This section provided the researcher to explore the individual perspectives of the leaders around the continuously transforming context and evolving leadership challenges. This section also allowed the researcher to seek their opinions based on expectations and experiences for the style of leadership that can be deemed as effective in the paradigm.

An overview of the guiding questions for the interview linked to their embedded analysis units, for section 3 defined above, is presented in the table hereunder:

Table 19 – Qualitative Survey Questions

Embedded Analysis Unit	Guiding Questions
National Context	1. Can you please describe your role in leading the transformation in your organization under Vision 2030? 2. What are the main challenges you've encountered in this role? 3. How do you perceive the impact of Vision 2030 on your leadership role and the organization as a whole?

	4. In your opinion, how is Vision 2030 helping Saudi Arabia become an ambitious nation, with a thriving economy and a vibrant society?
Organizational Culture	5. In what way is Vision 2030 evolving the modus operandi of public sector organizations? The areas I would like you think about and respond around are the vision, purpose, governance, external ecosystem, and internal environment. 6. How do Saudi public sector employees perceive the cultural shifts in the organization, and how have these changes impacted their attitudes, behaviours and followship?
Leadership Challenges	7. How are the challenges being faced by the Saudi public sector leaders unique? 8. Given the same context and challenge of Vision 2030, how is it different for emerging leaders, maturing leaders, and seasoned leaders, if at all?
Core Value Deployment	9. What approaches should leaders use to ascertain that their core values are integrated into the organization's culture in Saudi Arabia under Vision 2030? 10. What challenges do leaders face when deploying their individualized core values in the Saudi public sector?
Ethical Approach	11. How do leaders define ethical approach within Saudi public sector organizations? 12. How are the “right things”, “greater good”, and “equality” philosophies being realized in Saudi Arabia under Vision 2030?
Leadership Styles and Behaviours	13. From your viewpoint, what are the key leadership lessons learned from the success and failures faced during the initial stages of Vision 2030's implementation? 14. How has internationalization, diversity, inclusiveness, tolerance, equity, and empowerment under Vision 2030 impacted leadership behaviours? 15. How has the role of Emotional Quotient (EQ), Adversity Quotient (AQ), Social Quotient (SQ) and Cognitive Quotient (CQ) changed over time in the paradigm of leadership under Vision 2030? 16. How can Vision 2030 leaders balance the need for strong leadership to drive transformation with shared participation and inclusive decision making? 17. How can effective leadership be cultivated for the next normal and what are your personal recommendations to future-proof Saudi leadership?

Based on the seniority of the personnel involved and the sensitivity of their positions, a structured interviewing approach was utilized, where the interview candidates were

provided with a list of pre-determined questions beforehand. A brief conversation was also held to inform them about the need, objective, context and to obtain their kind intention to participate in the research.

The candidates were also given the opportunity to select either (a) Have a face-to-face interview in person at a premise of their choosing with the option to record the interview for transcription or alternatively allow for only note taking, or (b) Have the interview over a video-conferencing tool to enable the researcher to record and later on or in real-time transcribe the meeting, or (c) Have the interview questions sent via email with written response to be emailed back, in addition to a telephone call should any further clarification be required. Opdenakker (2006) reviewed that the above three qualitative interview techniques share common principles and, despite each having its own advantages and disadvantages, may be equally used for conducting research interviews.

The interview windows were scheduled to be opened on Sunday, 8th of October 2023, after the ethics approval from the DBL Program Director, for six weeks.

The template of the compiled interview form is provided in Appendix 4 – Qualitative Interview Form for reference purposes.

4.3.5. Ethical Implications and Compliance

For qualitative and quantitative research involving human respondents, the researcher sought ethical approval from the principal supervisor, who in turn requested the same from the DBL Program Director.

The researcher acknowledges the terms and conditions set out in the candidate ethics statement and confirms that they have ensured compliance with them. A signed copy of the form is available in Appendix 1 – Candidate Ethics Statement.

For the qualitative interview, the research respondent consent form was distributed before the commencing of the interview with their consent and the intent to participate in the research documented. The draft template of the form is available in Appendix 2 – Research Respondent Consent Form for review. Under the Human Research Ethics Procedure, this can be termed as “negligible or low risk” research (Torrens, 2020).

For the quantitative online survey, the research respondent consent form was recreated digitally and distributed as part of the survey online to the respondents, with their consent and the intent to participate in the research recorded. The draft template of the form can be seen in section 2 of the survey form template in Appendix 3 – Quantitative Survey Form. Under the Human Research Ethics Procedure, this can be termed as “more than low risk” research (Torrens, 2020).

4.4. Coding and Analysis

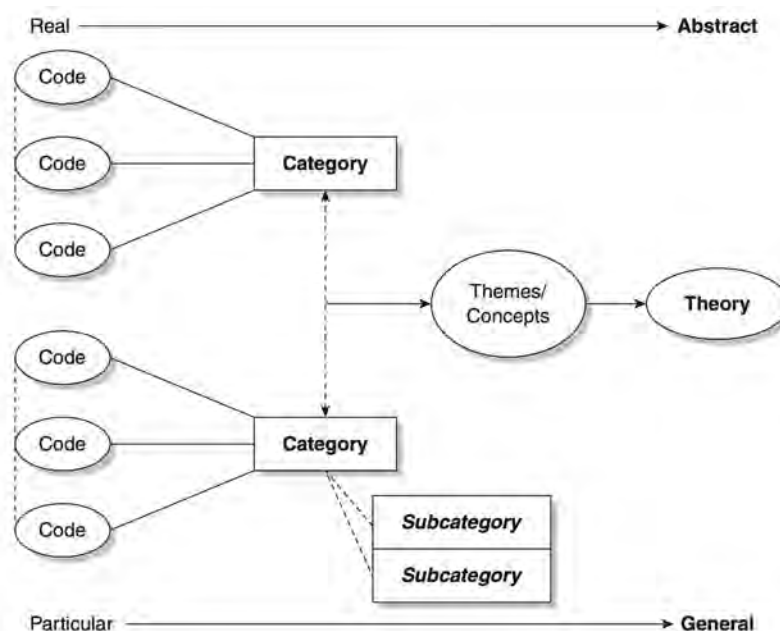
“The excellence of the research rests in large part on the excellence of the coding.”

- Anslem Strauss

4.4.1. Coding Approach

Provided that all required participants had responded to the survey questions and that all scheduled interviews were also completed with the selected participants from the pool, deliberated efforts were placed to, as stated by Linneberg & Korsgaard (2019, p.259) to “identify the most important elements and write them up into a coherent and convincing story that answers the research question and provides insights loyal to the data”. The approach followed by the researcher for the coding and analysis is illustrated in the figure below.

Figure 31: Coding Approach



Source: (Saldana, 2013)

The process overall involved the review of raw qualitative data and placing a meaningful label or phrase that epitomizes the essence of the content in relation to the theory and position of the researcher. This preliminary step can also be considered as the earliest analysis done by the researcher (Miles & Huberman, 1994).

Trede & Higgs (2009) indicated that the researcher's ethics and perspective-based worldviews, personal core values and the nature of their inquiry are embedded in the key questions and are influential in terms of the knowledge being created. Therefore, the selection of the coding method was based by the primary and secondary hypotheses followed by the nature of the key questions that were formed at the onset of the research.

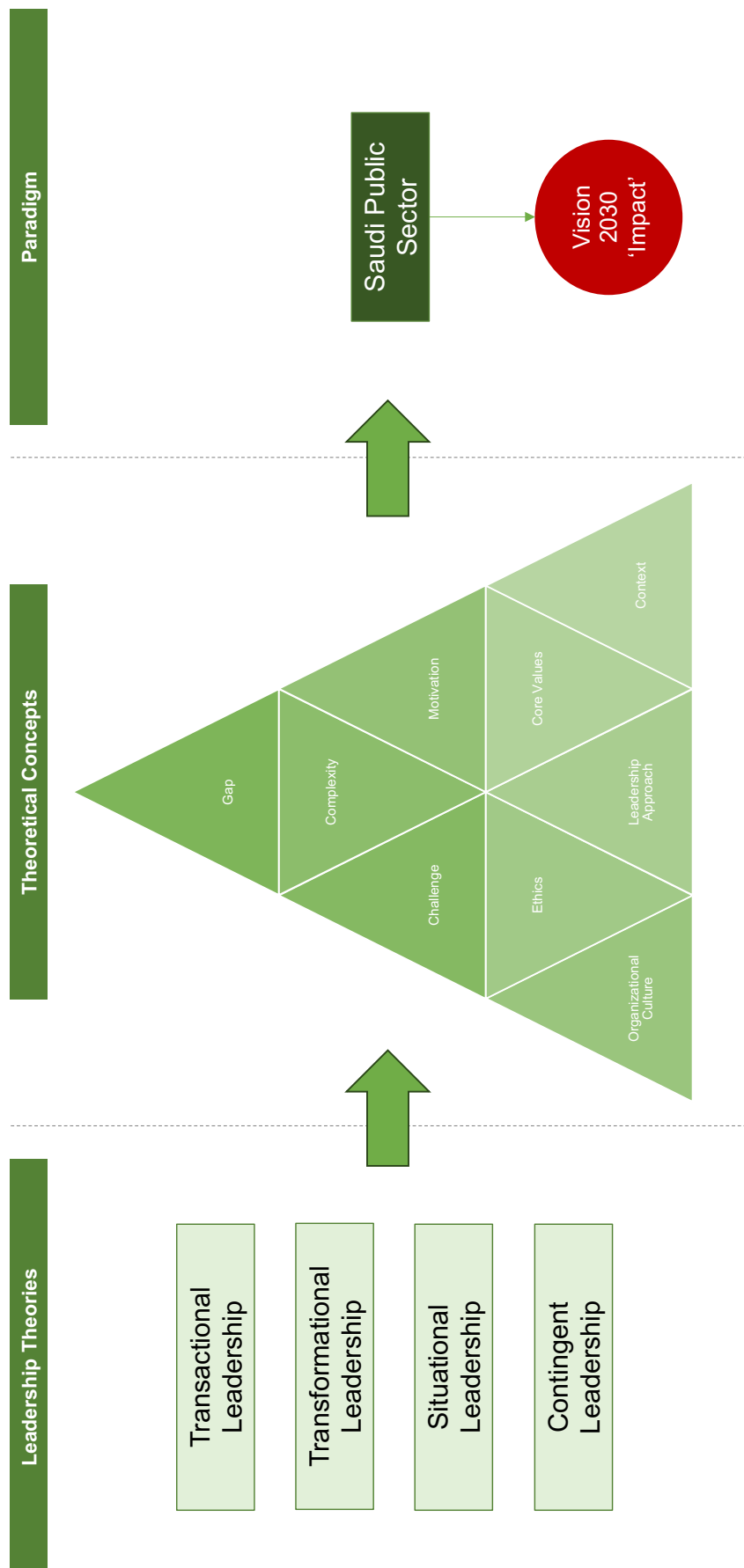
Miles & Huberman (1994) recommended establishing pre-determined codes (also called a priori) before beginning the qualitative and quantitative research. Creswell (2013) further recommended that the process of provisional coding should be lean, which is to be expanded to cover no more than 25-30 categories combined into 5-6 major themes.

Therefore, the pre-determined provisional list of codes is provided hereunder in relation to the conceptual framework, theory, related concepts, and paradigm.

- **Theory:** Transactional, Transformational, Situational, Contingent
- **Concepts:** Context, Challenge, Complexity, Core Value, Motivation, Ethics, Leadership Approach, Organizational Culture, Gap, Capability
- **Paradigm:** Saudi Public Sector, Vision 2030 Impact

The diagram on the next page provides a visualization of the inter-relationships between the above codes.

Figure 32: A Priori Code Inter-Relationships



Since the inquiry is ‘hunch-driven,’ Hypothesis coding is used as an exploratory method in the first coding cycle. This selection is further valid as the researcher’s goal is to possibly develop a theory on the leadership approach in the given contemporary phenomenon with emergent data, should it be determined that existing applicable theories have meaningful gaps. Alternatively, the findings could also lead to an extension of an existing theoretical model if the identified gaps are diminutive.

In the second cycle of coding, Theoretical (also called Selective) coding is utilized. The intent of this cycle was to allow the researcher to develop conceptual and thematic organization from the preliminary and hypothesis coding (first cycle) and to progress towards the main central theme. Strauss & Corbin (1998, p.146) stated that this approach “consists of all the products of analysis condensed into a few words that seem to explain what ‘this research is all about.” Henceforth, this provided an umbrella that allowed for all emerging codes that were relevant to be linked to the evolution of PCLP and its development.

4.4.2. Analysis Methodology

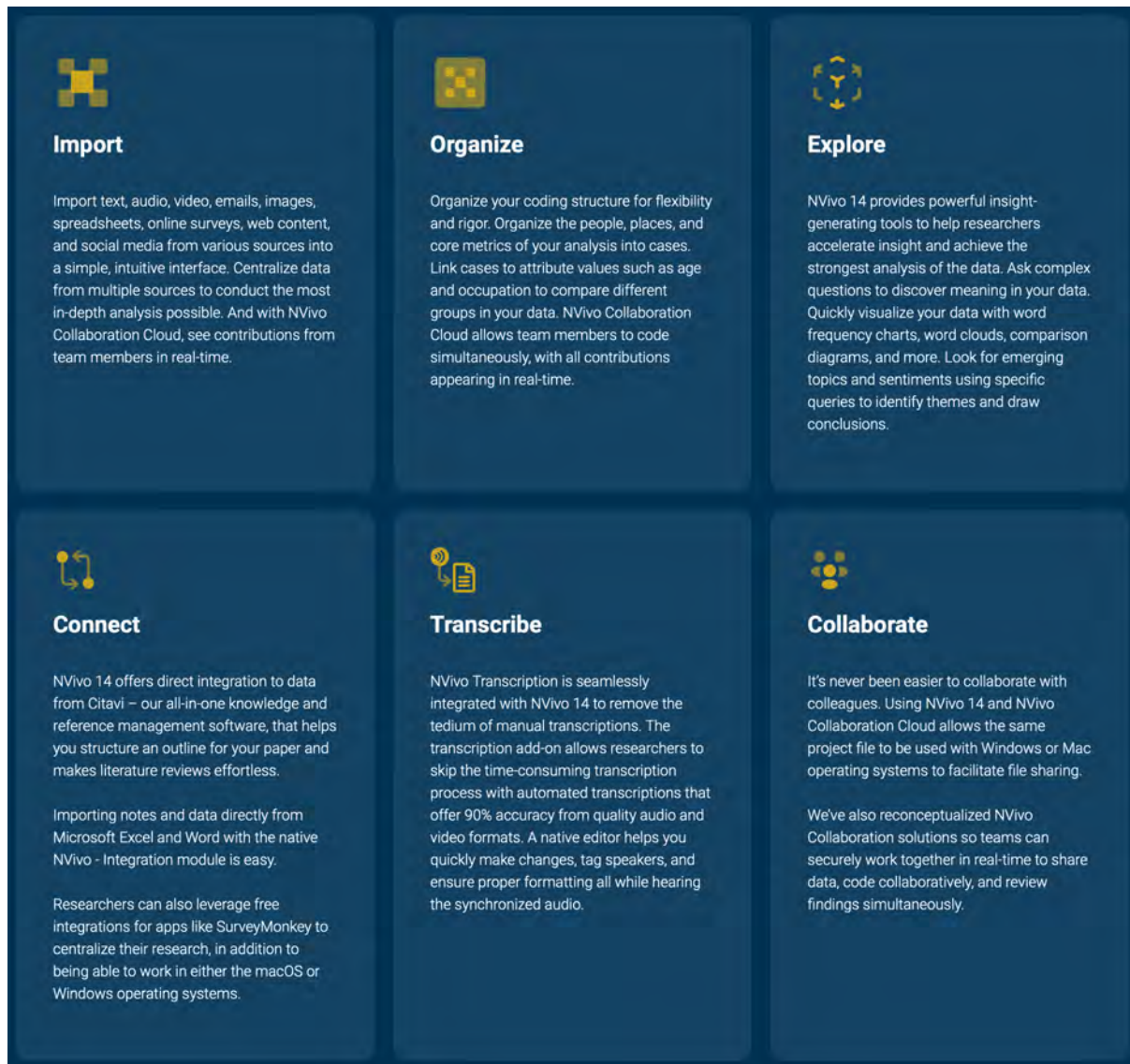
NVivo by Lumivero was used as a qualitative data analysis software to help the researcher in quantifying the acquired data. This digitally assisted process of data analysis involved pattern finding, examining various cause-and-effect linkages between elements, exploring connections among the elements, and determining the frequency of occurrences (AGSL, 2022b).

The first step involved importing the research data into the software. NVivo helped in the sorting, organizing, and storing data in its various formats. The second step involved coding and classifying the data by topic/category, starting with a ‘broad-brush’ approach, and then refining it for emergent categories or themes. Using ‘cases,’ NVivo allowed the storage of all related information of the researcher’s unit of analysis as container boxes. The in-built tools that are provided therein were used to categorize, classify, and analyze the imported data using the query functions.

Finally, visualizations were used to generate various charts and diagrams to aid in the iterative characteristics of the qualitative research and to build conclusive insights based on thematic analysis.

The figure below depicts the full capability and capacity of the NVivo 14 software.

Figure 33: NVivo Features



Source: (Lumivero, 2023)

4.5. Research Validation and Reliability

*“All possible knowledge, then, depends on the validity of reasoning.
Unless human reasoning is valid, no science can be true.”*

– C.S. Lewis

4.5.1. Managing Uncontrolled Biases

Sarniak (2015) states that in research when human elements are involved, it is inevitable that bias, driven by the respondent, moderator, or the researcher themselves, will find its way in.

Eliminating these biases in their entirety may not be a realistic objective; however, mitigating uncontrolled biases will help improve the quality of the research being conducted. In areas where the bias cannot be avoided, it is recommended that it be clearly expressed as part of the research validation.

Sarniak (2015) identified a number of biases that can impact qualitative and quantitative research. Hereunder are ten biases that have been ascertained by the researcher and the methodology in which he has tried to either eliminate or mitigate them to the furthest extent possible.

1. **Acquiescence Bias:** The survey and interview questions had been designed to prevent the respondents from becoming positive or agreeing with the researcher's position. None of the questions implied that there is a correct answer or a position that needs to be matched. Also, care was taken to ensure that none of the questions implied that a chosen response would result in any behavioural and/or emotional implications or reciprocations from the researcher and/or their peers.
2. **Social Desirability Bias:** The methodology for designing the questions for the survey and the interview was indirect. This suppressed the emotional need for

the respondents to 'fit in' socially. Also, the participants in the research were not made aware of who the other participants were to avoid response contaminations from this bias.

3. **Habituation:** Questions in both the survey and the interview were designed and worded in dissimilar ways so that the respondents would not provide 'autopilot' answers to the questions posed. As the research was longitudinal, questions on similar factors being assessed over time were split into three different sections to avoid a habitual response.
4. **Confirmation Bias:** The selected respondents for the survey group and the interview were involved either passively or actively in the selected organizations that are the focus of the cases. There is a likelihood that they hold similar views and support similar positions that tend to agree with the hypothesis formed or the belief held by the researcher. Therefore, to minimize this bias creep, the researcher has selected participants with varying roles and relationships and consciously, with impartiality, included all responses, whether they agree or not with his position or hypothesis.
5. **Cultural Bias:** The researcher was mindful of the cultural bias that may be present as he viewed the Saudi work culture through his own lens of the South Asian culture and the pseudo-western culture of Australia. Having lived in KSA for the last four decades mitigated cultural relativism and provided an increased cognizance of the Arabian cultural assumptions that are evolving under V2030's societal and religious reforms. Within the selected survey groups, the researcher ensured that people of diverse socio-economic and cultural backgrounds (different Saudi regions and tribes) were included to avoid cultural relativism further.
6. **Question Order Bias:** Diligence was done to ensure that in the survey and the interview, the questions follow no particular order so that the previous responses do not influence the responses. The researcher sequenced the questions based on the five embedded analysis units of the case studies rather than a logical order.
7. **Leading Question Bias:** For the survey, no open-ended questions were used in the quantitative research; therefore, this bias was eliminated. For the interview, open-ended questions were used as part of the qualitative research

focusing on the thoughts and reactions of the respondent in the given context, therefore mitigating this bias.

8. **Halo Effect:** The researcher avoided both semantic and syntactic ambiguity when composing survey questions and during the process of conducting the interviews.
9. **Sponsor Bias:** This bias could not be eliminated as the selected survey groups included acquaintances with direct work/professional relationships with the researcher. However, in his briefing to the respondents the researcher verbally conveyed the need to be honest and transparent before attempting the survey or participating in the interview. He also conveyed that any perceived unfavourable/negative response would be critical in furthering his understanding of the leadership gaps and would be constructive in helping him identify his own personal leadership development needs.
10. **Sampling Bias:** Based on the type of research required to develop the PCLP with the researcher being the subject, the selected sample of leaders surveyed in the 'network' of the researcher may not represent the larger population. This may result in marginalization of responses and subsequent incomprehensive conclusions. This is also addressed in the concluding chapter in the section related to the limitations of the research.

4.5.2. Construct Validity

Yin (2018, p.78) defines construct validity as “identifying correct operational measures for the concepts being studied.” Therefore, to further qualify the construct validity, the table hereunder defines the topic, concepts under review and their relative operational measures.

Table 20 – Construct Validity

Case Study Overreaching Topic	Addressing emerging leadership challenges for young leaders driving KSA's national transformation under V2030 by focusing on the volition of an imperative leadership style.
--	--

Definition in terms of specific concepts	1. Macro and micro context of leadership. 2. Challenge(s) exposition. 3. Inspiration and motivations through core values. 4. Ethical determination. 5. Characterization of leadership approach. 6. Identification of organization culture. 7. Perceived gaps and leadership development needs.
Operational measures that match concepts	1. Openness to new thinking, innovation, and change. 2. Ability to inspire shared visions and participation. 3. Adaptability to evolving contexts. 4. Commitment to active listening and needs consideration. 5. Decision style orientation. 6. Tolerance for calculated risks taking. 7. Effectiveness in benefit realization and value creation. 8. Willingness to accept accountability and responsibility. 9. Trust in team members and peers. 10. Relational exchanges in the leadership triad. 11. Ambition for talent development.

Yin (2018) recommended evaluating construct validity by using multiple sources of evidence and then establishing the chain on how the evidence was collected as a requirement at the data collection level (Yin, 2018).

To build his case study with a convergent line of inquiry, the researcher relied on combining inputs from five of the six major, diverse sources of evidence to compose the case. These are outlined in the table below.

Table 21 – Evidence Sources

Documentation	Documentation review from external sources such as books, online articles, journals, magazines, newspapers, Internal documents such as advisory notes, thought papers, consultative guidance, organizational studies, strategic blueprints, policies & procedures, and other miscellaneous internal artefacts were also included. This included reviews of related personal emails and notes.
Archival Records	Public use files published by the CEDA and various government departments. Studies and research produced by other sources around the impact of V2030 and the leadership evolution in KSA.
Survey and Interview	Data from survey and interview of selected respondents from three different organizations extrapolating the possible 'what', 'hows', and 'whys' of the changing context and public sector leadership.

Direct Observation	Observation of the researcher of the changes in the public sector organizational leadership culture with its usefulness in creating the desired and/or mandated impacts.
Participant Observation	Observance from the active involvement of the researcher in the transformation journey of the current public sector entity as an employee with a given function.

Yin (2018) further suggested that for additional validation, having key participants review the draft report detailing the case study and a recapitulation after the composition of the case report as well.

Therefore, the researcher first shared the drafted initial case studies of the three public sector entities with the selected qualitative interview respondents and briefed them on the grounds of his research. Then, upon completion of the cross-case analysis, where the collected case research data was analysed, and the insights produced as a chapter, it was again shared with each of the individual respondents of the qualitative interview for their further feedback, if any.

4.5.3. Internal Validity

Yin (2018, p.78) explains internal validity as “seeking to establish a causal relationship, whereby certain conditions are believed to lead to other conditions, as distinguished from spurious relationships.” In this regard, he further states that pattern matching, explanation building, and a time series analysis are required to be done at the data analysis stage as tests for internal validity (Yin, 2018).

The case studies had the following timeline, illustrated on the next page, spanning over two phases of the V2030 rollout: envision & enable (completed by 2020) and transform (scheduled for completion by 2025).

Figure 34: Case Study Timelines

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
V2030 Stages			V2030							
			P1- Envision and Enable							
								P2- Transform		
Organizations		MoI								
			MoHo							
					MoD					

Case study composition used an explanation-building approach in light of the pre-defined specific concepts of the study; furthermore, pattern matching was done with the recorded operational measures as outlined in the section on Construct Validity. Both of these are evident in the next chapter, which focuses on case research analysis and reflections.

4.5.4. External Validity

Yin (2018, p.78) characterizes external validity as “showing whether and how a case study’s findings can be generalized.” He further advises that to evaluate the external validity, the use of replication logic in multiple case studies is recommended (Yin, 2018). Daymon & Holloway (2002) also state that if the conclusion drawn from the research case study can be applied to other similar settings and populations, then it can be said that generalizability exists in the study.

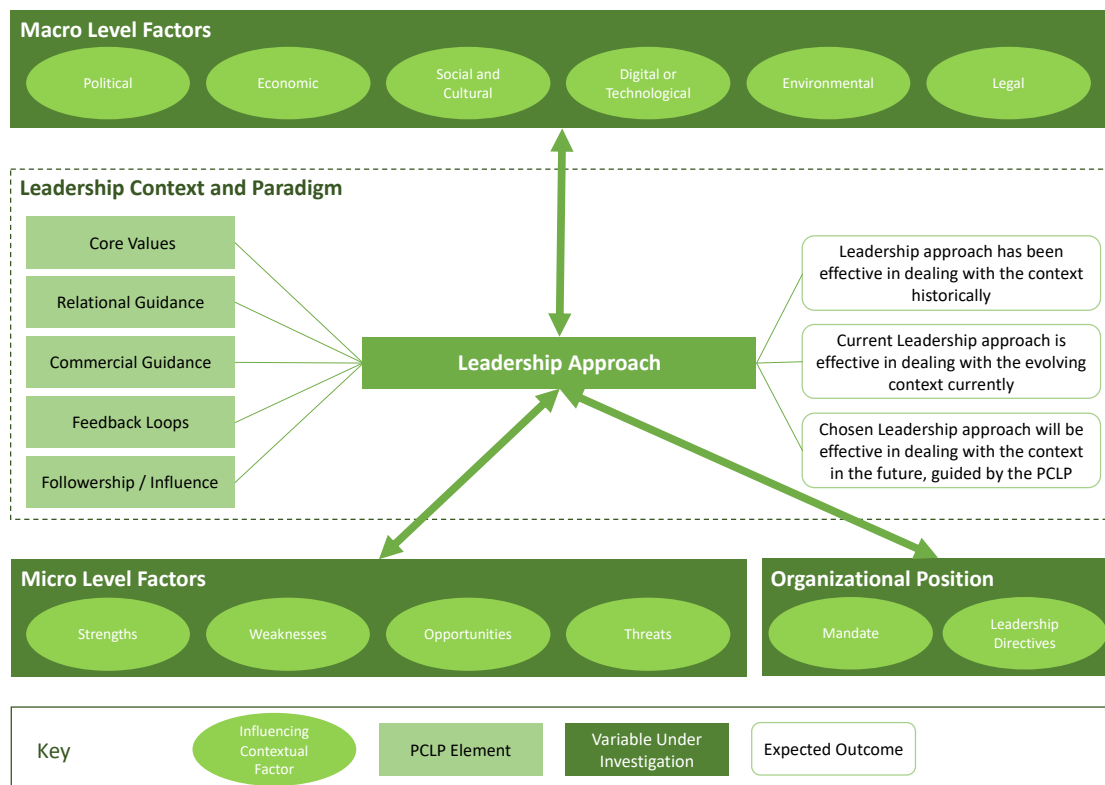
For analytic generalization, with the theoretical proposition forming its basis, the case study was integrated with the ‘how’ and ‘why’ questions based on documentation, archival records, direct observations, and participant observations, along with the additional data collected during interviews and the survey. This was then used to augment the storyline of each of the cases. Replication logic is used in the case study design to assess the embedded unit of analysis across the cases in three unique contexts under a singular theme. The cases then converged on the conclusion around the volition of an imperative leadership style in the given context for the challenges being faced. The researcher then used the derived conclusion to build his inference

around evolving his PCLP components and designing the conceptual LVB, both of which are to serve as leadership north stars in his V2030-driven paradigm of leadership. Henceforth, generalization can be said to exist, derived from the revelations in the conclusion of the case reviews and can be categorized as a Level Two Inference (Yin, 2018).

4.5.5. Reliability

Yin (2018, p.78) interprets reliability as “demonstrating that the operations of a study—such as its data collection procedures—can be repeated, with the same results.” Daymon & Holloway (2002) state the extent to which the execution of a quantitative research instrument repeatedly will re-produce the same results; however, this would not be true of the qualitative research instruments as the researcher himself is the instrument. Supported by replication logic, a model was developed to ensure synonymous repeatability. This is illustrated in the diagram below.

Figure 35: Model for Synonymous Repeatability



Adapted From: (Mustafa, 2022b)

So, in essence, the leadership approach which is to be selected is a determinant of the macro-level contextual factors, micro-level contextual factors and the organizational positioning factors. The leadership approach is derived from and driven by core values, relational guidance, commercial guidance, feedback loops and influence. In the evolving paradigm, the chosen leadership approach, through derivation of insights, should remain valid and applicable to current and future contexts under V2030 and demonstrate 'hindsight' learning outcomes when applied to past contexts.

Yin (2018) further states that research reliability can be evaluated at the data collection stage by ensuring that the case study protocol is established and followed rigorously and that a case study database is developed at the time of data collection.

In this regard, a case study protocol has been established and detailed in Section 4.3 of this chapter, outlining the research design and administration. Mendeley Reference Manager was used as a tool for building an annotated bibliography of the documents that were flagged for use in the case writeup and critique composition, serving as the primary case database.

4.5.6. Other Research Quality Improvement Steps

Additional steps were taken by the researcher to improve the quality of the research. These include:

1. **Longitudinal Research Design:** Minichiello et al., (1990) indicated that in cases where the passage of time has a significant impact on the development and understanding of the phenomena, it is important that researcher involves themselves and continuously analyses the factors being researched. As indicated in the section on Internal Validity and the methodology used for the CSRM design, a longitudinal approach spanning a period of almost ten years was adopted.

2. **Member Checking:** Lincoln & Guba (1985) inferred that by verifying the researcher's derived understanding with that of the respondents through summarizing, repeating, and paraphrasing their words ensures that their views are interpreted correctly. The collected qualitative data was checked with each of the members who were respondents in the study, and upon no further comments/feedback, it was charted for use in the next phase of research.
3. **Peer De-Briefing:** Daymon & Holloway (2002) indicated that sharing raw data with peers intending to seek their own analysis and then discussing any differences improves the quality of the research data. The qualitative and quantitative raw data collected from the research was checked with the senior-most members of each organization that participated in the survey. It was also anonymously cross-checked with a respondent who has served as an external strategy consultant in two of three organizations.
4. **Searching for Negative Cases:** Daymon & Holloway (2002) stated that the identification and inclusivity of any discrepant data in the case analysis to challenge the current position and offer an unfamiliar perspective, significantly improves the credibility of the research. Although no negative cases were detected in the survey and interview, this was an aspect that was taken into consideration.
5. **Searching for Alternative Explanations:** Miles & Huberman (1994) recommended searching for all plausible accounts of the event and then selecting the best possible one without forsaking any others. The implication of an alternative leadership approach selection (a departure from transformative or transactional) is used to assess the plausibility of achieving the desired outcomes mandated by V2030.
6. **Triangulation:** Denzin (1978) suggested the combinatorial use of multiple methods, researchers, and investigators in the same study to overcome any deficiencies derived from any one sole source. Although investigator triangulation and methodological triangulation could not be achieved due to certain limitations, data and theoretical triangulation are achieved and demonstrated as part of this critique.

4.6. Summary

This chapter has defined the research methodology that the researcher wishes to pursue for the validation of his hypothesis and to reach the desired objective of this critique.

The three cases have been carefully selected to represent the contemporary contextual leadership paradigm in which the researcher operates. The planned field research can be divided into quantitative parts and qualitative parts, the answers of which will help refine the PCLP and lay the foundations of the LVB.

Painstaking care has been taken to develop and execute a case study protocol that not only improves the quality of the research but also maintains a chain of reliability. Also, thought has been put into how known biases will be either minimized or entirely eliminated in the research. Finally, the research is designed in a manner where internal, external and construct validation can take place, thereby further enhancing the quality of the research.

Executing the research plan will lead into the next chapter of this critique, which focuses on case research, analysis, insight generation and reflection. With acknowledgement of the limitations of this research (as noted in the concluding chapter), it is to recognize that the research blueprint provided can be further employed to repeat both quantitative and qualitative research should the need arise.

Chapter 5

5. Case Research, Analysis and Reflection

5.1. Introduction

This chapter explicates the three cases that the researcher wishes to explore as part of his CSRM, covering the public sector organization, MoD, where he currently works and two other public sector organizations where he has recently worked, MoHo and MoI. The CSRM utilizes a closed design with multiple cases and multiple embedded units of analysis. Each of the cases composed by the researcher presents a distinctive microcosm of leadership practice within his paradigm, affording him insights into the intricate interplay between leadership theories and practice in the rich soil of context and cultural dimensionality.

This chapter also presents the research findings from the field research conducted by the researcher under his hypothesis, guided by the key research questions posed and bound by the research problem. The quantitative data was collected as part of the online survey, whereas the qualitative data was collected through interviews and observation, both together adding a depth of vividness and contextual insight to the above cases. The synthesis of this collective data is juxtaposed as both numerical findings and interwoven rich narrative.

As part of this endeavour, specific leadership tests have also been undertaken, and their results considered to serve as a lens through which the research can validate components of his PCLP as he develops them.

This chapter finally concludes with the gaps identified in the current approaches of the adopted leadership behavioural guidance, actions, practices, and outcomes for emerging leaders under KSA's V2030.

5.2. Case 1: Mol

5.2.1. Period of Review, Researcher's Role, and Contextual Factors

This case's time period is set between May 2015 and May 2017, whereas the role of the researcher has been discussed in Section 2.3.2. The impact of V2030 and presence of VUCA for this case was determined to be moderate in the leadership and operational contexts.

5.2.2. Case Context

The context of this case is based on accelerating digital adoption for public services and internal transformation of the Ministry to deliver higher public value to citizens through improved infrastructure, assets, and better-trained personnel. It is also based upon conflict escalations between the executive leadership of the Ministry and the State and how it trickled down within the organization, causing leadership discordance and descending the leadership's CAS into a chaotic environment.

5.2.3. About the Organization

Headed then by the ex-Crown Prince HRH Prince Mohammad bin Nayef, who was considered a political rival to the HRH Prince Mohammad bin Salman before being ousted in 2017, the Mol's role is defined hereunder by KSA's national portal as:

The Ministry of Interior achieves kingdom security and stability, provides peace and safety for its citizens, and fights all forms of crime, vice, and corruption. It also maintains Saudi society's safety, ensures its advance, and protects pilgrims' safety from threats (GOV.SA, 2023c).

Formed in 1926 as a military organization, it consisted of twenty-six 'child agencies' fulfilling its mandate of national security strategy development, law enforcement, immigration and passport control, civil defence, border security, coast guard, public safety, prevention of vice, local counterterrorism, crisis and disaster management, national and residency affairs, hajj and umrah security, and training/development of personnel through the security colleges and university.

5.2.4. Embedded Analysis Units

Core Leadership Challenge

The researcher poses his core leadership challenge as leading through conflict in an entirely unfamiliar leadership paradigm and transposing a digitally laggard organization that resisted the adoption of emerging and maturing technologies due to incessant fears of privacy and security with high-risk averseness into a trailblazing innovator for the public sector.

Being an emerging leader himself, the researcher expounds that the lack of leadership experience, public sector governance knowledge, and formal leadership training aggravated the challenge along with the non-awareness of public sector leadership characteristics.

Core Value Deployment & Implication

From his five core values, authenticity, empowerment, and passion, drove the researcher's relational guidance sub-processes and were significantly aligned with his leadership practice. Meanwhile, passion and courage are his core values that drove the self-leadership aspect of his practice when dealing with conflict management and digital transformation.

However, the researcher feels that Integrity as a key core value in this role was compromised, and in favour of keeping his role in the Mol, he did not forcefully see through the alignment of the national objectives under V2030 over the organizational

objectives and his work (initiatives, projects, and programs). He also kept doing things right in terms of responsibility and accountability rather than doing the right thing and becoming an outlier in the organization.

Ethical Approach

The researcher has a utilitarian ethical approach, which guides his decision-making towards the greater good for the maximum possible extent based on equality for the stakeholders. However, the perspective that leaders and peers held within Mol (conflicting with V2030) was more aligned with the Egoist approach, with each pursuing a pathway individually and collectively together as a group that would benefit them in person or as a department extrinsically (status, promotion, financial gains, leadership favours, awards, etc.). This was despite the fact that leadership was to be driven by citizen-centricity and national purpose, where other ethical approaches would have been more congruent. The researcher also somewhat compromised his ethical approach and followed the Mol's cultural norms when defining his morals and ethics to avoid further internal conflict in a highly charged and aggressive environment.

Leadership Style and Behaviours

Being a military organization and not willing to adopt the V2030, the traditional rigid governance mechanisms, inflexible chain of command structure, archaic policies, procedures, and processes marred the purely autocratic transactional leadership, which was the only style acceptable within Mol's culture. Power and authority completely dictated the influence of the followship.

For the researcher, this was the first time that the motivational factors were being heavily driven intrinsically with a public service outlook and his leadership was expected to be directed by a national purpose rather than profit or market. Political, social, and economic factors also came into decision-making interplay at significant scales. The span of control and the impact of initiatives, projects, and programs that he led/participated in were far-reaching, with a complex web of stakeholders that needed to be aligned. However, his transformational approach was largely unwelcomed.

Organizational Culture and National Context

The Mol was a core organization that was in part driving the national Saudization program, reducing the reliance of KSA on expats, especially in government roles holding senior positions. Furthermore, as mentioned above, being a military organization, the culture similarly reflected that of a typical military organization that has hierarchical structures, defined social behaviours, formalization of interactions, organizational silos, strict rules, and discipline. Using the Competing Values Framework (CVF), Mol's culture can be characterized as a 'Hierarchy,' where a very stable, formal, internally oriented culture is omnipresent (Cameron & Quinn, 2011).

This culture initially was a shock to the researcher, despite having worked on government contracts and dealing with the public sector; this was the first time he was sitting on the other side of the table within a homogeneous Saudi-dominated environment as an expat. Aspects that were distressing to the researcher emotionally and psychologically were related to the workplace environment, performance expectations, administration processes, social interactions with seniors, peers and subordinates, compliance needs, public scrutiny, and legal accountability.

From a national context perspective, the Minister at the time had chosen to procrastinate deliberately on the transposition of the V2030 into the refreshed strategy of the Mol, therefore resulting in an organization serving its mandate but one that is misaligned with the national objectives and outcomes. Till the appointment of the new Minister, the Mol, despite being one of the biggest citizens-facing entities, did not have its own VRP or was a participant in any other VRP that required its input and support. This led to tensions within the leadership paradigm of the researcher, leading to many conflicts within the organization and those external to the organization.

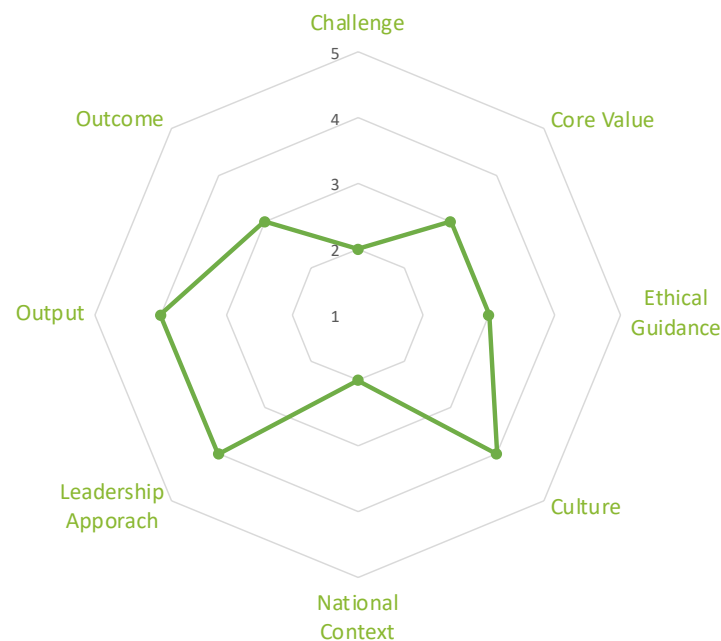
5.2.5. Self-Reflection

The researcher, as an employee, was commended for his exceptional performance, dedication, and achievement of organizational outcomes on many occasions. His

department went on to win the best initiative award in the prestigious Absher competition in 2017 for network modernization and digital enablement. However, there was little movement towards the personal leadership outcome as his participation in a ‘once in a generation’ national transformation blueprint to deliver real citizen benefit and value was hampered. This increased his personal stress level and diminished his morale, and with rising political strife, the organizational culture started to erode. With the passing of time CEDA’s distrust in Mol’s transformation also grew. Seeing no improvements on the horizon, the researcher valuing reputation, credibility and well-being over other factors resigned from his post while he was being scouted for a greater leadership role.

The illustration below represents the researcher’s own ‘flying forward looking backward’ retrospective view on his own leadership effectiveness in the Mol based on various PCLP elements.

Figure 36: Researcher’s View of his Leadership Effectiveness in Mol



Q#	Evaluation of Leadership Practice	1	2	3	4	5	Score
1	Was the leadership challenge overcome?	Barely	Partially	Somewhat	Mostly	Entirely	2
2	Did prioritized personal core values guide leadership behaviours?	Barely	Partially	Somewhat	Mostly	Entirely	3
3	Did the chosen ethical approach guide the decision making?	Barely	Partially	Somewhat	Mostly	Entirely	3
4	Was congruence with the organizational culture established?	Barely	Partially	Somewhat	Mostly	Entirely	4
5	Was the national context of V2030 embedded in the approach?	Barely	Partially	Somewhat	Mostly	Entirely	2
6	Was the selected leadership approach appropriate?	Barely	Partially	Somewhat	Mostly	Entirely	4
7	Was the defined leadership output achieved?	Barely	Partially	Somewhat	Mostly	Entirely	4
8	Did the role move the leader closer to his leadership outcome?	Barely	Partially	Somewhat	Mostly	Entirely	3
Overall Average							3.13

5.3. Case 2: MoHo

5.3.1. Period of Review, Researcher's Role, and Contextual Factors

This case's time period is set between June 2017 and August 2019, whereas the role of the researcher has been discussed in Section 2.3.2. The impact of V2030 and VUCA was determined to be high in the leadership and operational contexts.

5.3.2. Case Context

The context of this case is based on managing a bulging public housing crisis that was undermining the new monarchy's popularity and approach to quality of life for its citizens. It is also based on making a turnaround in one of the most notably under-performing public sector organizations, with a substantial state budget allocation to an operationally sound, citizen-centric, and sustainable one.

5.3.3. About the Organization

Headed by HE Majid Al-Hoqail, who is considered a close acquaintance of HRH Prince Mohammad bin Salman, the MoHo's role, which was merged with the Ministry of Municipality and Rural Affairs (MoMRA) in 2021, is defined hereunder by KSA's national portal as:

The Ministry is responsible for the urban planning of the Kingdom's cities, the implications of providing roads and essential equipment. It also enhances cities, develops municipal and rural areas, and manages the required services to maintain environmental cleanliness and health in the Kingdom. The Ministry also

regulates all functions related to housing, with many initiatives, programs, and projects for individuals and business-related matters (GOV.SA, 2023b).

Formed in 2011 as a civilian organization, it consisted of six child/affiliated agencies with its mandate encompassing national housing strategy, urban planning, real estate regulation, land allocation and regulation, public housing development, housing financing (both developers and citizens), conflict resolution and arbitration, standardization of quality and sustainability, infrastructure enablement/development, and training/development of personnel through the real estate institute.

5.3.4. Embedded Analysis Units

Core Leadership Challenge

The researcher phrases his leadership challenge as leading in a time of crisis in yet again a relatively new leadership paradigm and working towards (within a much broader leadership team) turning around an underperforming public sector organization which has not only drawn the ire of the citizens due to unsatisfactory services but also of the leadership with the ineffective use of state funds without achieving of the desired objectives.

Although from the previous role, the researcher had gained considerable leadership experience and knowledge of public sector governance, and he still lacked formal leadership training when he stepped into the role (which was later addressed in the same role as part of his formal learning and development plan). This role also required technical knowledge in the housing domain, which he lacked and was faced with a steep learning curve.

Core Value Deployment & Implication

All five of the researcher's core values were in alignment and drove his leadership behaviour and actions in a manner that led to the successful implementation of the programs that he was working on in junction with other organizational leaders and the

realization of V2030 objectives in the Housing VRP, but also helped him achieve his leadership outputs and outcomes.

His empowerment and passion allowed him to build, engage and continuously develop high-performing teams from the ground up to initialize a number of housing programs and to see them through their operationalization. This also served as an element of inspiration to other peers and motivation for his followers to build unwavering commitment and resolve for a shared vision of success. His authenticity and passion anchored on citizen-centricity for the services that were being developed and on the improvement of both the citizen journey and experience for the services that were deployed. His courage and integrity allowed him to take unpopular actions and pursue ostracized choices in the national interests, which delivered real value to the citizens and, eventually, to the organization. This included standing up to senior leaders and taking accountability for the shortcomings of the team while passing on the success credits to them. Finally, his integrity drove the design and implementation of a governance, risk management, compliance, and performance management program within the organization that all other entities benefitted from.

Ethical Approach

The researcher's utilitarian approach focused on providing the maximum possible good by the effective use of given resources to the maximum possible extent and coverage for the citizens aligned extremely well within the organization. As this organization had aggressively taken up the transformation drive under V2030 since its launch, the people, processes, and culture were advancing and adapting to the new normal under the national blueprint.

However, being a large organization, reminiscence of Egoist behaviours was present in people who were resisting the change. Also, some leaders who were transitioning also pushed towards a more Universalist view that may not have suited the given situation in KSA for housing. Both of these elements, causing some friction in relational and network aspects, did not present significant leadership challenges or derailment risks for the researcher's own views.

Leadership Style and Behaviours

The political alignment between HE, the Minister of Housing and HRH, the Crown Prince resulted in a positive and supportive leadership environment driven by citizen outcomes and focused relentlessly on the achievement of national objectives under V2030. MoHo, adopting the transformation drive under V2030 as part of its 'soul', launched an organizational transformation program that was headed by the researcher and supported by both McKinsey and Ernst and Young. The traditional rigid governance mechanisms, inflexible hierarchical structures, archaic policies, procedures, and processes that defined KSA's public sector's autocratic transactional leadership were being shunned, and a transformational leadership approach was being recommended, if not 'mandated' to be adopted for all leaders. This settled well with the researcher's approach to leadership in most scenarios.

However, with VUCA being high and quite a few known unknowns and unknown knowns and some unknown unknowns that served as leadership blind spots giving rise to multi-dimensional leadership issues in the researcher's paradigm. The researcher notes that in these scenarios, the rather novel transformational approach (driven by inspiration, charisma, and motivation) and the traditional transactional approach did not achieve the required work of leadership. This included adaptability, flexibility, situational responsiveness, operational sustainability and driving grass-root level change management. The issue of resilience also became an underpinning as some setbacks and adverse situations made it difficult to continue to use a transformational approach to achieve organizational and national objectives.

With formal education around leadership offered to the researcher and working with partnering top-tier consulting firms, his understanding of leadership deepened, and after much reflection and experimentation, he realized that one approach that would fit all scenarios was not feasible for him and his context. For him to maintain his momentum of success addressing V2030 complexities sustainably across a longer time frame and a broader perspective, an approach was needed that provided him with an 'inventory' of leadership approaches and skillsets suited to the context and the situation that he was facing.

Organizational Culture and National Context

The transforming organization was moving from the traditional ‘Hierarchy’ model as defined by Cameron & Quinn (2011) in their proposed CVF towards a more flexible, internally oriented ‘Clan’ culture.

Shared values and objectives, leadership and management team cohesiveness and participation and a sense of “we-ness” were commendable as characterized by this value framework (Cameron & Quinn, 2011). Complimenting the hierarchical structures and policies, procedures, and processes were MoHo’s commitment to employees, family-like environment, employees’ self-driven involvement in programs and their own self-guided collaboration to achieve organizational and national outcomes, making this ‘Clan’ stand out (Cameron & Quinn, 2011). The researcher observed that this organization transitioned its typical public sector culture to a “Google-like” people-first corporate culture.

As an employee of the Ministry, the researcher was still operating as an expat in a Saudi-dominated environment, albeit one that was extremely welcoming and accommodating towards foreign leadership as long as healthy outcomes were being achieved. Improvements in the culture for expats served as a motivator and an elevated engagement factor, which could also be linked back to V2030, and it resolved to increase the expat population from the current 37% to 50% and allowance of greater participation in the workforce (Morgan Stanley, 2022).

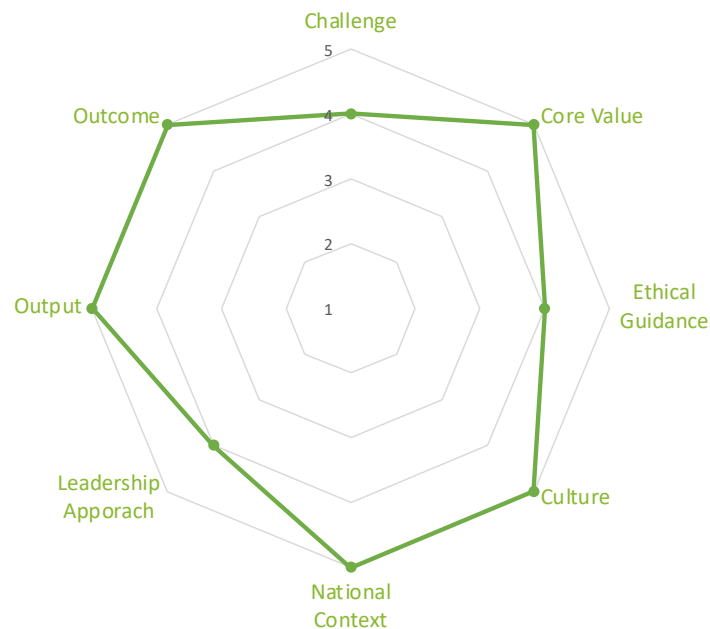
From a national context perspective, the provisioning of affordable housing products (finance, land and or residential units) was a social contract that the absolute monarchy was expected to fulfil for its citizens. Upon ascending the throne in 2015, HM King Salman pledged a response to the housing crises, which was stated to have the number two priority on his list (Albawaba, 2015). Housing was considered a key issue to be addressed as part of V2030 and one that was a litmus test for his reform drives (Rashad, 2018). HE, the Minister of Housing, aggressively remodelled the entire organizational strategy and structure to align with and encompass the Housing VRP under a number of zealous initiatives (CEDA, 2017). This increased the harmony in the leadership paradigm of the researcher.

5.3.5. Internal Extrapolation

Similar to the last role, the researcher was recognized for his exceptional performance, dedication, and achievement of organizational outcomes on several initiatives. The organization won the Best Government Initiative Award for the GCC Region in 2018 based on the value created and the benefits delivered to the citizen diaspora.

This episode epitomized a successful and effective leadership experience that achieved personal, organizational, stakeholder and national outcomes. This was a role where leadership foundations were developed, and a continuous cycle of development was triggered. With this role having a profound impact on the researcher in person, many lessons learned were carried forward to the development of the PCLP. The illustration below represents the researcher's own 'flying forward looking backward' retrospective view on his own leadership effectiveness in the MoHo based on various PCLP elements.

Figure 37: Researcher's View of His Leadership Effectiveness in MoHo



Q#	Evaluation of Leadership Practice	1	2	3	4	5	Score
1	Was the leadership challenge overcome?	Barely	Partially	Somewhat	Mostly	Entirely	4
2	Did prioritized personal core values guide leadership behaviours?	Barely	Partially	Somewhat	Mostly	Entirely	5
3	Did the chosen ethical approach guide the decision making?	Barely	Partially	Somewhat	Mostly	Entirely	4
4	Was congruence with the organizational culture established?	Barely	Partially	Somewhat	Mostly	Entirely	5
5	Was the national context of V2030 embedded in the approach?	Barely	Partially	Somewhat	Mostly	Entirely	5
6	Was the selected leadership approach appropriate?	Barely	Partially	Somewhat	Mostly	Entirely	4
7	Was the defined leadership output achieved?	Barely	Partially	Somewhat	Mostly	Entirely	5
8	Did the role move the leader closer to his leadership outcome?	Barely	Partially	Somewhat	Mostly	Entirely	5
Overall Average							4.63

5.4. Case 3: MoD

5.4.1. Period of Review, Researcher's Role, and Contextual Factors

This case's time period is set between March 2019 and September 2023, whereas the role of the researcher has been discussed in Section 2.3.2. The impact of V2030 and VUCA was determined to be high in the leadership and operational contexts.

5.4.2. Case Context

The context of this case is based on a holistic organizational transformation and a deep-rooted culture change, which transitions the MoD from a purely military organization to an integrative one that has civilians working in tandem with active and retired military personnel on back-office/support/administrative functions away from the battlefield.

5.4.3. About the Organization

Headed then by the current Crown Prince, HRH Prince Mohammad bin Salman, till he transferred power over to his younger brother, HRH Prince Khalid bin Salman in 2022, the MoD's role is defined hereunder by KSA's national portal as:

The Ministry of Defense is a modern institution with professional and joint military forces that protects the national security and its interests from the external threat. It also leads and participates in alliances with competence and power (GOV.SA, 2023b).

Formed in 1943 also as a military organization, it consisted of four 'child agencies' with its mandate revolving around military doctrine, national defence, national security, international counterterrorism, emergency and disaster response, defense diplomacy and cooperation, the establishment of local defence industries, and training/development of staff through military colleges and university.

5.4.4. Embedded Analysis Units

Core Leadership Challenge

The researcher categorizes this leadership challenge primarily as organizational transformation and culture change management in yet another moderately novel leadership paradigm. In this context, MoD's existing COM which was commissioned for a homogeneous military organization was to be migrated to the new TOM that was to be appropriated for a heterogeneous organization with the existing military side and a newly created civilian side, along with the development and implementation of the GORPS elements.

One significant factor that came into play in this role was the COVID-19 pandemic, which challenged the way transformation was being conducted and business as usual was being operated in an organization that intentionally chose to eschew digital in its operations, citing security concerns.

The technical expertise, leadership experience, knowledge of public sector governance and formal leadership training were all to be applied in conjunction with this new role. His position needed esoteric knowledge in the defence and military domain, which he lacked and was again faced with a steep learning curve.

Core Value Deployment & Implication

Similar to the last role, in this role, all five of the researcher's core values were deployed effectively and led to significant positive implications in his work of

leadership, achieving his personal, organizational, and national level outcomes. From them, two core values really stood out for the researcher: courage and authenticity.

Facing adversity and executing transformation in a highly charged culture requires making unpopular decisions and moves that would upset or uproot the incumbent leaders and/or traditional centres of power. Standing up to and smoothing resistance when being in a lower position of authority and power required taking high risks and showing both determination and resilience towards achieving a greater good than any one of the individuals and their collective departments. This is where courage guided the researcher's leadership, relational behaviours, and commercial actions.

Authenticity held paramount importance in this context, emphasizing the need to first be genuine and true to oneself. Subsequently, one should strive to embody qualities such as trustworthiness, selflessness, and principled compliance. This was an essential element for the necessitated communication (verbal and non-verbal) between the researcher in both physical and virtual worlds, allowing him to openly communicate his vision, value to be created or captured, benefits to be realized, issues to be resolved and the organizational implications. This fostered transparency, trustworthiness, and integrity amongst both the civilian and military personnel.

Empowerment continued to guide the unlocking of potential through capability and capacity building of the organization and enablement of functions. Passion gave the researcher perseverance to avoid reactive behaviours that would lead to the derailment of transformation and to remain committed to the mission and cause behind the transformation. Meanwhile, integrity allowed him to set high moral standards and have himself and his team comply with them to build credibility and trust.

Ethical Approach

Utilitarianism was maintained by the researcher as his normative ethical approach to guide his behaviours and decision-making process, with the focus of achieving the greatest possible good for the five armed forces of KSA, the serving military personnel and their families, with the given resources, and ultimately passing on the value of paramount national security and safety to the Saudi citizens.

An interesting mix of ethical approaches was prevalent in the MoD. Being a military organization, behaviours were modelled around morals. The majority of the military personnel held a Relativist view, which guided them based on the collective morals instilled in them individually. Deontology approaches were also prevalent, which were noticeable amongst the retired officers engaged in non-active-duty leadership roles. Few, if any at all, Egoists were present, as this approach's mindset is usually suppressed early on in the military psychological conditioning. However, it was to be noted that the Utilitarian approach was prevalent in the newly inducted civilian leadership.

Leadership Style and Behaviours

Since HRH, the Crown Prince was also the Minister of Defence as part of his portfolio, an extremely corroborative leadership environment, leaning heavily towards a transformative approach, heavily influenced by V2030, and driven by the achievement of national outcomes was witnessed.

Although this style was known to have attuned well with the researcher in the past, based on his newly acquired education and knowledge, he decided to experiment with a contingent approach to leadership, addressing gaps that he saw present with the transformative approach in his previous role. The wider impact of V2030 on the organization, the presence of VUCA due to various contextual factors, the geo-political scenario, and the COVID-19 ramifications holding the characteristics of a 'black swan' event as described by Taleb (2014) made the case for this style even stronger.

Organizational Culture and National Context

Traditionally, MoD was a 'Hierarchy' organization, as defined by Cameron & Quinn (2011) in their proposed CVP, and wished to remain as such; however, under directives from HRH the Crown Prince, they were to move towards a more flexible, internally oriented 'Clan' culture.

With the ongoing transformation, the organization was in a paradox with a clash of cultures and mindsets between civilian leadership and military leadership (active and

retired). The roots of divergence can be traced back to the training, experience, values and beliefs, organizational structure, governance, and leadership styles prevalent for both of these groups. Organizational tensions emerged with the pressure of transformation and symbiotic operational objectives linked to the changes in the operating model and its elements related to governance, organizational structure, resource allocations, policies, and digital technology. Culture change and corporate communication initiatives were subsequently launched to enable and oversee the emergence of a harmonious hybrid work culture where different archetypes can co-exist with a common ground.

From a national context perspective, reforming the Saudi defence sector and transforming the MoD was to be a role model that was to be showcased and baselined for V2030's transformation for other government entities, as it was led by HRH, the Crown prince himself. Setting the tone at the very top provided the needed political will within the organization, expedited support from other external stakeholders, prioritized resource allocations and mitigated resistance to change.

5.4.5. Internal Extrapolation

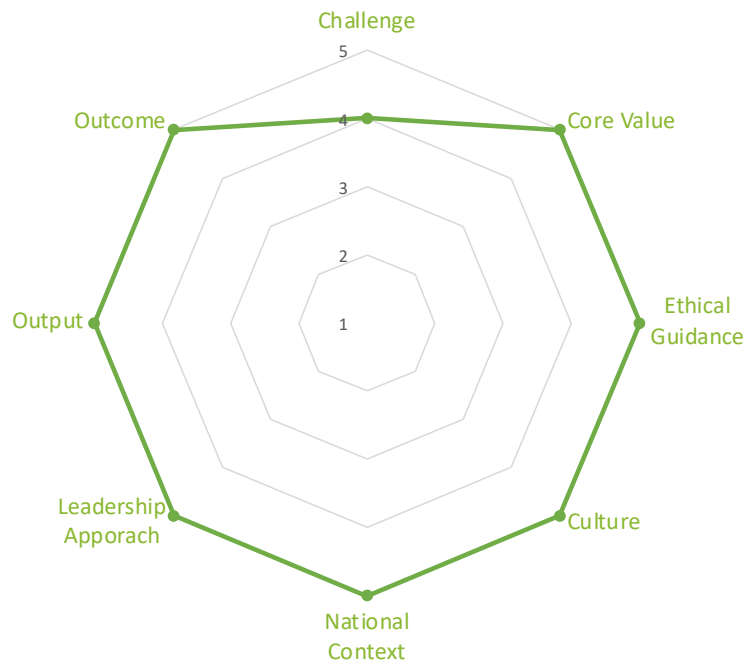
The researcher's leadership continued to blaze for him a trail of successful organizational outcomes and milestones in several diverse operational and administrative areas and many transformation initiatives. This role gave the leader immense exposure to the national level leadership and environment; in addition, it provided him with ample learning, development, and growth opportunities, both from a career and a professional perspective.

As this case concludes, the researcher reflects on the future of his leadership approach within MoD and beyond. How will his leadership approach change with regard to a new role in the public sector of KSA? Will the new role see him transition back to the private sector as an employee or establish his own business based on his intrapreneurial approach? How will the paradigm change post-V2030, and how will it

impact his approach? What future events may disrupt and undermine his leadership approach?

These futuristic considerations, at this point, do not require additional cases to be included in the CSRSM; however, they are all considerations in the design of the current PCLP to provide flexibility, adaptability, and resilience. The illustration hereunder represents the researcher's own 'flying forward looking backward' retrospective view of his leadership effectiveness in the MoD based on various PCLP elements.

Figure 38: Researcher's View of his Leadership Effectiveness in MoD



Q#	Evaluation of Leadership Practice	1	2	3	4	5	Score
1	Was the leadership challenge overcome?	Barely	Partially	Somewhat	Mostly	Entirely	4
2	Did prioritized personal core values guide leadership behaviours?	Barely	Partially	Somewhat	Mostly	Entirely	5
3	Did the chosen ethical approach guide the decision making?	Barely	Partially	Somewhat	Mostly	Entirely	5
4	Was congruence with the organizational culture established?	Barely	Partially	Somewhat	Mostly	Entirely	5
5	Was the national context of V2030 embedded in the approach?	Barely	Partially	Somewhat	Mostly	Entirely	5
6	Was the selected leadership approach appropriate?	Barely	Partially	Somewhat	Mostly	Entirely	5
7	Was the defined leadership output achieved?	Barely	Partially	Somewhat	Mostly	Entirely	5
8	Did the role move the leader closer to his leadership outcome?	Barely	Partially	Somewhat	Mostly	Entirely	5
Overall Average							4.88

5.5. Leadership Self Assessments

As part of understanding the researcher's self and his interplay with various contextual elements prior to building the PCLP, the researcher undertook a number of leadership and personality assessments.

A summary of results is provided hereunder, whereas the detailed results are provided as part of the Leadership Support Portfolio in Section 7.

5.5.1. DISC Evaluation

Marston (2015) in his study of will, sense and power and how it impacts the personality, and his behaviour first proposed the Dominant, Inspiring Supportive, Cautious (DISC) theory in 1928. This theory, which later was developed into tests and profiles, is deemed to be one of the tools to help the leader understand his personality style. The researcher was administered the DISC Test online at <https://discpersonalitytesting.com>.

The test revealed that in the researcher's leadership blend, his natural internal style is represented by Dominant intensity with a value of 1, whereas the adapted external style is represented by Supportive frequency with a value of 5. The dominant aspect helps in tackling challenges, achieving positive outcomes, and keeping a focus on the bottom line, whereas the supportive aspect helps in the nurturing of meaningful relationships, creating and maintaining harmony in the organizational ecosystem and the leadership paradigm.

Overall, the result has highlighted that the researcher has dominant traits that are task-oriented and outgoing, most likely to achieve both outputs and outcomes as a result of leadership.

5.5.2. Leadership Psychometric Test

The researcher was administered a Leadership Psychometric Test online by www.psychometrictest.org.uk for leadership personality and character traits appraisal covering organization, responsibility, transformational leadership, assertiveness, and resourcefulness.

The test results indicated that within the organization, the researcher scored 50 for overall performance, 44 for responsibility, 42 for transformational leadership, 45 for assertiveness, and 44 for resourcefulness.

In summary, this means that the researcher is adept at setting the vision, outlining the objectives, and providing guidance to achieve the outcomes with an expectation of high quality and standards. It also represents the importance that he places on details and accuracy, along with the need to monitor and remedy performance issues. In his decisions, the researcher considers equity, diversity, and inclusiveness to be driven almost entirely by the needs of others. Inclined towards transformation, the researcher does not enjoy transactional approaches and places a preference on the motivation and morale of team members. He is also confident in communicating a shared vision and building collaborations to help achieve his goals. The researcher also displays resourcefulness when tackling complex issues and formidable challenges.

Overall, the result has highlighted that the researcher is suited to lead in a paradigm whose underpinning is transformation and given his strengths and approach, it is quite probable that he will be able to achieve his leadership outcomes.

5.5.3. Enneagram of Personality

The researcher was administered an Enneagram Personality Test online by www.thepersonalitylab.org for personality typing the researcher, shedding light on how he understands and interprets the world around him and how he manages his emotions and behaviours to adjust to the conditions.

From over 300 data points the researcher was evaluated to be a Type 1, termed as 'The Reformer' or 'The Perfectionist'. Supporters and collaborators, termed as 'wings,' of the researcher would be best suited if they are of either Type 9 (Idealist) or Type 2 (Activist). The central theme of his personality is to create better versions of himself, others, and the world that they share. His personality type places him in the 'Gut' triad, which means his drivers are usually instinctive and assertive in his decisions. This also means anger and frustration are emotions that he needs to keep a check on. In the growth stage, the researcher is tentative about becoming an Enthusiast (Type 7), whereas, in a stress stage, the researcher would most likely lean towards becoming an Individualist (Type 4). From a behavioural perspective, the researcher tends to be an introvert who does not break character or bend morals; he also remains meticulously focused even on trivial details. One of the things he needs to be aware of is that he should not focus on everything being either black or white; greys will also be there and ignoring them can lead to him missing the overall bigger picture.

Overall, the result has highlighted that the researcher is stringent when it comes to compromising on moral and ethical code however, he is very pragmatic and insightful and wants to make the world a better place. He does find it difficult to let loose and let go of things and may end up critiquing others harshly.

5.5.4. Personal Value Assessment

The researcher underwent a Personal Values Assessment online through <https://personalvalu.es> to validate, understand, and prioritize his personal values that will guide his future leadership behaviour.

The top five values identified were: Ethics, Authenticity, Trust, Passion, and Courage. Other values include Discipline, Commitment, Teamwork, Accountability and Helpfulness. From a hierarchical needs' perspective, linked to the researcher's values, it was determined that his motivation is based on 56% self-actualization, 15% security, 13% growth, 11% esteem, and 5% social needs.

Overall, the result has highlighted that the researcher is rightly oriented toward social value creation and benefit realization.

5.5.5. Leadership Skills Test

The researcher was administered a Leadership Skills Test online by www.psychologytoday.com to evaluate whether the researcher harbours the necessary traits and skills that enable him to be an effective leader.

The researcher overall scored 89% overall, stating that he does have the necessary skills to deliver on a range of leadership responsibilities and pressures. This score was derived from the sub-scores of Motivating, where he scored 95%, Emotional Control 70%, Communicating Vision 91%, Long-term Planning 95%, and Micromanagement 6%.

A key area to focus on development is emotional control, where the researcher needs to monitor and regulate his emotional responses and reactive behaviours.

5.5.6. MBTI Evaluation

The researcher was administered a Myers-Briggs Type Indicator (MBTI) Test online by <https://personalvalu.es> to assess his personality type.

The results identified his type as an 'estp,' a type that is associated with extraversion, sensing, thinking, and perceiving. He is poised to approach challenges creatively, take measured risks, be present in the moment and be actively involved to achieve the results. The major blind spots he needs to watch out for are rushing into decision-making, losing direction and purpose in life, over-indulgence in the good and prioritization.

5.6. Research Findings & Synthesis

5.6.1. Participants

A total of 29 participants consented and completed the quantitative research via a survey. From these, 5 participants were further selected and provided their consent for the qualitative research via an interview.

Invited participants were leaders of varying degrees within KSA and belonged to one of the public sector entities that was part of the Cases (1-3) or to another public sector entity or a support entity to the public sector. 90% of the participants were male, whereas 10% were females. Saudi nationals comprised 93% of the survey participants, and only 7% were non-Saudis working for the government sector. 79% of the participants were between 25 and 40 years old; only 3 were above 40 years old, and similarly, only 3 were below 25 years of age.

The quantitative research findings are presented in Appendix 5 – Quantitative Research Results, and the qualitative research findings in the form of the code book are presented in Appendix 6 – Qualitative Research Results.

5.6.2. HRH Crown Prince's Own View on Public Sector Leadership

HRH Prince Mohammad bin Salman (2021), in his first interview with Al-Arabiya after the launch of V2030, stated that:

So, 2015 was quite a difficult year. 80 per cent of the ministries were not efficient. I wouldn't even appoint them in the smallest of companies. In the Public Investment Fund, the second line was somewhat non-existent of deputies or under-secretaries, and the leadership at the ministries was quite absent; most of those worked on routine work just to finish certain transactions but nothing strategic, with no planning to achieve the objectives or future goals so there was not a team, no good governance, no Royal Court, nothing that

would be able to support decision making. So, before you achieve anything, you need to establish the team. You need to establish the machinery that will assist you to achieve and accomplish all these opportunities and aspirations that we are all looking forward to. (10:35 - 11:32)

5.6.3. Research Findings & Synthesis

National Context

The launch of V2030 had high to extreme impacts on the internal and external environment of the public sector organizations. One of the respondents (R5) stated:

The old bureaucratic ways are getting a makeover with a focus on delivering better services to the people.

VUCA elements played a significant role as the emerging leaders were navigating the transformation drives in their organizations. However, as transformation entered into its second phase, vulnerability, uncertainty, and ambiguity significantly reduced while complexity continued to remain a constant factor influencing the internal and external environments of the organization. With this progression, the majority of the respondents reported a drop in the impact of V2030 on their organizations from extreme levels to high.

Leadership Challenge

In the initial years of transformation, 80% of the participants reported their primary challenge being related to incumbent legislation, governance, and government policies. 18% reported that managing the diverse stakeholders and building an integrated ecosystem was their primary challenge. Only 2% reported that the culture of the public sector organization posed a primary challenge. In this regard, a respondent (R1) stated:

One of the primary unique challenges is the need for public sector leaders to balance traditional practices with innovative, forward-thinking strategies. Saudi Arabia has a rich cultural heritage, and leaders must respect these traditions while driving the nation toward a more diverse, modern, and open economy. This balancing act requires a deep understanding of the local context and the ability to navigate a rapidly changing landscape.

As a secondary leadership challenge, in the initial years of transformation, 62% of the participants identified managing the diverse stakeholders and building an integrated ecosystem, 35% identified the culture of the public sector organization, and only 3% identified incumbent legislation, governance, and policies.

With transformation moving on to its next phase, 56% of the participants reported that their primary challenge had shifted to managing the organizational culture. 21% reported that managing the diverse stakeholders and building an integrated ecosystem was their primary challenge. 11% reported that incumbent legislation, governance, and government policies also continued to be a primary challenge. 12% reported that either people or processes were now their primary leadership challenge. Also, with transformation advancing, there was a shift in the secondary challenges that the leaders were now facing. 56% of the participants reported their primary challenge had shifted to managing the processes. 21% reported that managing the people was quickly becoming their next challenge. 18% reported that culture continued to be a secondary leadership challenge for them. Meanwhile, 5% reported that either digital or managing the diverse stakeholders and building an integrated ecosystem was their secondary challenge from 2020 onwards.

The researcher notes that the pace of transformation and the sheer dimensions involved are at a magnitude that might not have a benchmark globally to compare to, and hence giving rise to a number of challenges. One of the respondents (R1) supports this position by stating:

The ambitious scale and speed of the transformation also present distinct challenges. The pace at which Saudi Arabia is pursuing reforms necessitates a rapid adaptation of public sector organizations and their leaders. Leaders are expected to be agile, responsive to change, and capable of making swift decisions to meet the tight deadlines set by Vision 2030.

Core Value Deployment

In the initial years, Quality, followed by Success, Accountability, Community, were the top 4 themes representing the core values of the incumbent public sector leaders. This was followed by Prosperity, Productivity and Growth. With the prevalence of V2030, only 28% of the respondents thought that these domains provided congruence with the national and organizational approach. 45% thought some parity was present, whereas 21% thought this formed a discord between the leaders and the V2030, with 6% not being certain.

Part of ensuring effective core value deployment is ensuring these values are communicated clearly and consistently demonstrated. A respondent (R3) stated:

Open and effective communication is paramount, with leaders clearly defining the values, their meaning, and their relevance to the organization's mission and vision.

By incorporating these values into daily work routines, decision-making, and employee interactions, leaders can create a culture where living by these values is the norm, rather than an exception.

However, the respondent (R3) also stated that there are major challenges that come with being consistent with one's core values, specifically in the public sector of KSA:

Deploying individualized core values in the public sector can be challenging for Vision 2030 leaders in Saudi Arabia due to several unique factors. One key challenge is aligning personal values with the often complex, multifaceted, and bureaucratic nature of the public sector. Public organizations in Saudi Arabia, like most other countries, typically have established rules, regulations, and decision-making processes that leaders must navigate while adhering to their own values. This can lead to potential conflicts between individual values and institutional procedures, making it challenging for leaders to remain true to their principles while upholding the public's interest.

Ethical Approach

59% of the respondents stated that the customary normative moral, ethical approach was Egoism, where the leader was more focused on how the action will impact the

leader themselves. 28% reported that the leaders reflected Deontology, where they were focused on whether the action fulfills their leadership duties. Only 13% reported that the leaders had adopted a Relativist approach, where the leaders most probably relied on their moral compass for deciding about the action. One of the respondents (R5) stated:

In my opinion, Saudi public sector used to approach ethics with a focus on self-interest and individual well-being. In this context, leaders emphasized ethical conduct and integrity because it led to personal benefits, including career advancement, positive reputation, and personal satisfaction. By aligning their actions with ethical principles, leaders prioritized the enhancement of their own well-being and ensure their own success within the organization and society.

However, 49% of the respondents thought that the chosen ethical approach did not support the leaders in aligning themselves with the new organizational and V2030-related national approach outcomes. 31% of the respondents were not certain, whereas only 21% thought that the selected ethical approach aided the leaders in their functions. One of the respondents (R5) recognizing this shift stated:

Now, a noticeable shift is occurring in the perspective of leadership ethics within the Saudi public sector, moving from a strict egoistic standpoint to a more utilitarian one. Leaders are now making decisions that prioritize the greater good, where the utility of ethical actions extends beyond personal interests to benefit the entire Saudi community. This shift reflects a growing commitment to the ambitious goals of Vision 2030, where the happiness and well-being of the people are at the forefront of ethical leadership.

Organization Culture

With regards to the Saudi public sector's culture traditionally, all respondents unanimously responded that it reflected the characteristics of a controlling structure driven by hierarchy. Post V2030's launch, the culture was transforming, with 69% reporting its shift to a clan culture where collaboration was paramount, and 31% reporting its shift to adhocracy where creativity was of vital importance. This move away from a hierarchical structure can be linked to the shift from a transactional environment to a transformational one.

It was interesting to know that not much resistance was seen; in fact, people were enthusiastic about the changes being witnessed overall; this is strengthened by the statement from a respondent (R4):

Cultural shifts have been met with enthusiasm by employees

A respondent (R2) indicated the shift to a performance-based culture that is more agile and targets innovation as part of the business practice:

The changes are often seen as a departure from more traditional and bureaucratic practices towards a more dynamic, innovative, and results-oriented culture.

The majority of the public sector organization's maturity prior to the reforms that came as part of V2030 was Level 2 manageable and repeatable, based on the opinion of 66% of the respondents. Other respondents also reported them to be at Level 1 defined and implemented, whereas only 28% reported that the organizations had achieved Level 3 integrated.

With the reforms, the governance improved significantly, with 66% reporting that the public sector organizations were at Level 3 integrated, 28% reporting progress to Level 4 benefit optimization, and 2% stating the achievement of Level 5 value creation. Only 2% reported that the organization was still at Level 2, manageable and repeatable.

The basis of this has been the rapid reforms enforced by HRH Prince Mohammad through the CEDA. A respondent (R3) stated:

Vision 2030 places a strong emphasis on governance reforms within public sector organizations. There is a drive towards greater transparency, accountability, and efficiency. New governance models are emerging, moving away from the traditional hierarchical ones, that emphasize performance measurement, public-private partnerships, collaboration between ecosystem players and more agile decision-making. The governance structures are being modernized to adapt to the evolving needs and complexities of the transformation drive.

Influencing Factors

Saudi culture and Islamic religion both were reported to be extremely influential on the emerging leaders' personal core values, personality, leadership style, characteristics, traits, and behaviour. The Arabian traditions and the Tribal heritage were reported to have a moderate to lower impact on the emerging leaders. A respondent (R2) stated:

Adherence to traditional values and respect for customs is paramount, creating a complex dynamic where leaders must navigate a delicate balance.

Also, to note that prior to the launch of V2030, the leadership in the Saudi public sector was majorly driven by the organizational mandate or statute, based on the response from 80% of the respondents. 18% reported it to be driven by the roles of the leaders and the outcomes that are expected of them. Only 2% reported that leadership was driven by the organizational vision and mission; it is of importance to mention here that a national-level vision did not exist at that time, only five-year economic development plans. This has changed, with 73% reporting that leadership in the Saudi public sector today is largely driven by the national or organizational vision and mission. At the same time, 27% reported that purpose and impact are now the main driving factors of leadership today. A respondent (R3) stated:

Under Vision 2030, the philosophies of doing the right things, working for the greater good, and promoting equality are being realized in Saudi Arabia through a series of concrete actions governed by royal decrees and directives.

Leadership Behaviours

Looking back into the emerging leaders' first role under Vision 2030, position (rights) was the main factor influencing their followership based on 90% of the respondents. This meant that the followership was purely based on the power/authority that the leaders held, and the subordinates had to follow them as they were the boss. 7% reported followership being influenced by production (results), whereas only 3% reported permission (relationship) as the driving factor.

This, however changed significantly with V2030. 62% of the respondents reported that production (results) was the main factor influencing the leader's followship in the new paradigm. This meant that the driving factor behind the followship had become what the leader had done or was doing for the organization. 21% reported people development (reproduction), and 18% of respondents also believed that pinnacle (respect) was now the influencing factor for the followship.

The shift in followship basis is rooted in the inclusiveness and diversity being adopted by the new V2030 leaders. A respondent (R1) stated:

They actively champion inclusiveness and ensure that diverse voices are integrated into decision-making, leading to a more empathetic and fair leadership style.

A respondent (R2) sees the shift in followship is driven by the empowerment of employees, stating:

Moreover, the empowerment of employees has led to more participatory and collaborative leadership styles, emphasizing the value of each team member's contributions.

Leadership Style

83% of the respondents reported that transactional leadership was the leadership approach that most closely described the leadership style of emerging leaders prior to the launch of Vision 2030 in Saudi public sector organisations. 14% identified the leadership approach as Situational, whilst only 3% reported a contingent approach to leadership pre-V2030.

With V2030 changing the leadership styles of public sector leaders, 73% of the leaders had now opted for a transformational approach to leadership, whereas 25% had chosen adaptive leadership, with 2% reporting that situational leadership more closely described the leadership style of emerging leaders. A respondent (R4) stated the change in style from transactional to transformational by an increase in participatory, inclusive decision-making:

Vision 2030 leaders strike a balance between robust leadership and participatory, inclusive decision-making via transparent communication, empowerment, and an unyielding commitment to ethical and collaborative governance.

Leadership Development

There was little to no applicability of the emerging leaders' existing knowledge, skill, abilities, and experience for the new paradigm shaped by the launch of V2030, based on the 90% of the respondents being detractors and 10% being passives, generating a Net Promoter Score (NPS) of -90. At the time, 94% of the respondents reported that leadership development and change management formal education, executive education, on-the-job training, certifications, coaching and/or mentoring opportunities were not provided to the emerging leaders by the organisation.

In terms of the organisational learning and personnel development models prevalent pre-2016, 42% stated HBDI, 35% stated no formal model was adopted, 7% stated other models were adopted, and 16% were unsure of a specific model. Similarly, in terms of the feedback model that was used to give feedback in the Saudi public sector at that time, 45% reported SBI, 28% reported 360 degrees, 11% reported Situation, Task, Action, Result (STAR), 11% reported other models and only 5% were unsure of a specific feedback model.

With the progress of V2030 and its VRPs, the organizations shifted their focus to developing the current and future leaders. 66% of the respondents stated that the newly acquired knowledge, skills, abilities, and experience were applicable to the leader's current role and the next phase of Vision 2030, generating an NPS of +66. The remaining respondents were passive, with none being a detractor. 56% of the respondents also stated that the leadership concepts, theories, tools & techniques, frameworks, domains, and models learnt under corporate learning and development programs in addressing V2030 leadership challenges for these leaders were both effective and practical, generating an NPS of +55. The remaining respondents were passive, with none being a detractor.

With this shift, the adopted organizational learning and feedback models had also transitioned. In terms of the organisational learning and personnel development models prevalent post-2020, 76% reported experiential learning, 11% were unsure of a specific model, 7% stated other models were adopted, 4% stated HBDI was adopted, whereas only 2% stated no formal model was adopted. Similarly, in terms of the feedback model that was used to give feedback in the Saudi public sector at that time, 73% reported EPIQ, 11% were unsure of a specific feedback model, 7% reported STAR, 7% reported other feedback models, and only 2% reported 360 Degrees.

It is important for leaders to remain adaptive, resilient, and continuously develop themselves to enable them to evolve and respond to dynamic challenges they might face in the future. In this regard, a respondent (R5) stated that:

Lastly, leadership in the "next normal" should not adhere to a single, rigid style but should be marked by flexibility and adaptability. The ability to pivot and tailor leadership approaches to specific situations is crucial for resilience. Leaders should be chameleonic, able to embrace various leadership styles, whether it's a transformational, servant, or situational approach. The key is to remain responsive to the evolving needs of the organization, the workforce, and the broader societal context. In a rapidly changing Kingdom, Saudi leaders who can adjust their strategies, communication, and decision-making to suit the moment are more likely to navigate challenges effectively and foster the resilience required in the "next normal."

Leadership Lessons

A number of leadership lessons were documented in the interviews to ascertain how effective public sector leadership in KSA can be cultivated for the next normal. These recommendations revolved around 9 key lessons:

1. Building an integrated and collaborative ecosystem.
2. Ensuring effective communication with stakeholders, subordinates, and national/organizational leadership.
3. Empowering people, especially the women and the youth.
4. Ensuring ethical leadership is surrounded by accountability.
5. Developing an innovative mindset.
6. Being both adaptable and resilient to face current and future challenges.

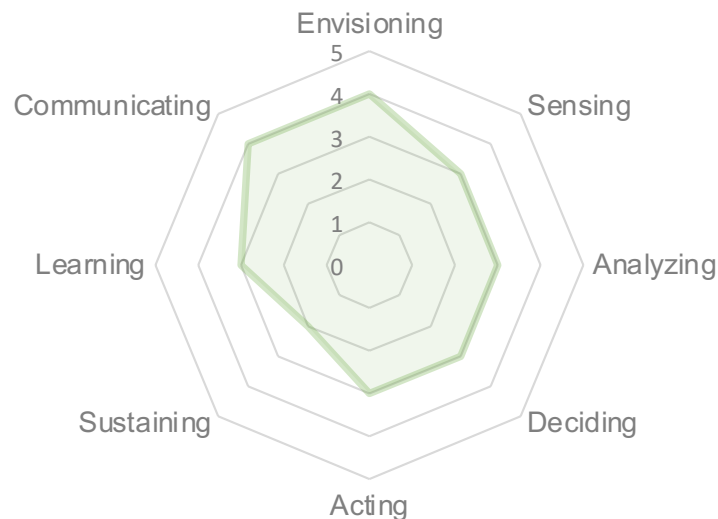
7. Keeping a long-term view of the strategic horizon whilst working for quick wins.
8. Being bold rather than being risk averse and taking calculated risk(s) to achieve the rewards from presented opportunities.

5.7. Gaps Identified

The researcher forms the basis that the emerging leadership functions within his paradigm predominantly consist of (1) Envisioning, (2) Sensing, (3) Analysing, (4) Deciding, (5) Acting, (6) Sustaining, (7) Learning, and (8) Communicating.

Based on the analysis of the research conducted, the illustration hereunder depicts the gaps that exist in the current emerging leadership approaches.

Figure 39: Leadership Gaps



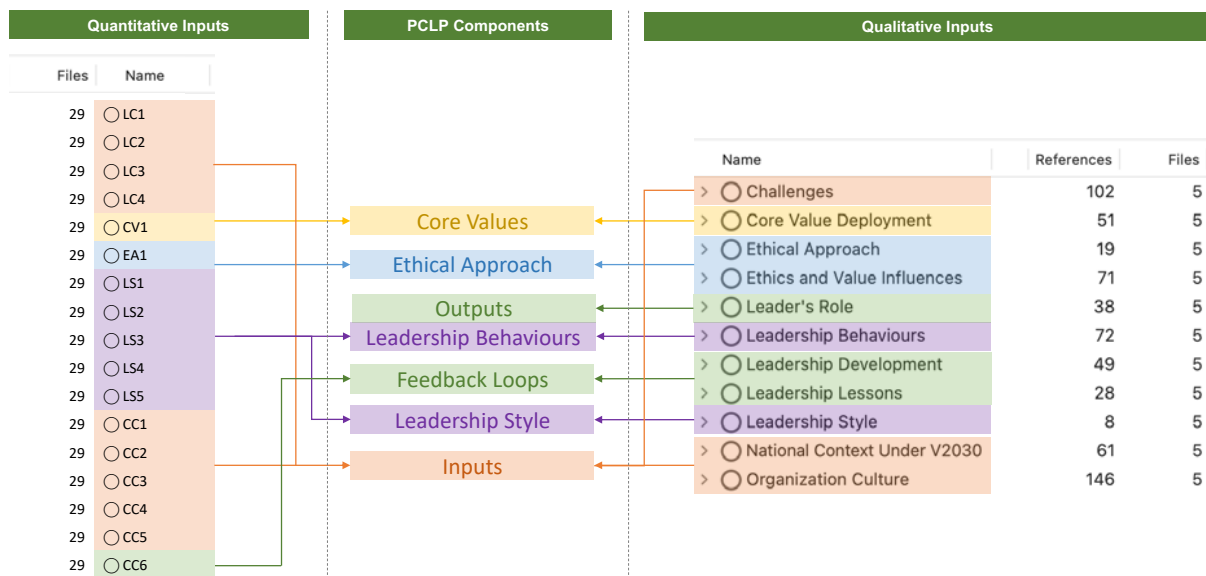
Sustaining the transformation for leaders under their crafted strategy and approach has the largest gap among the functions of leadership. This is followed by sensing, analysing, deciding, acting, and learning with a reported moderate gap. Envisioning and communicating were deemed to have the smallest gap.

This analysis determines that the current ubiquitous transformative leadership approach and principles adopted by the emerging leaders are falling short of generating the full potential outcomes under V2030. These gaps are poised to widen further based on future VUCA scenarios if the designed leadership development and guidance frameworks (PCLP and LVB) fail to assist the researcher and the emerging leaders in orchestrating their leadership functions in their paradigm.

5.8. Insight Generation

Following the synthesis and gap identification, the researcher proceeded to generate insights from the Embedded Analysis Units from the quantitative research and the Codes from the qualitative research to further the formulation of his PCLP. The figure below depicts the mapping between the research components and the PCLP components.

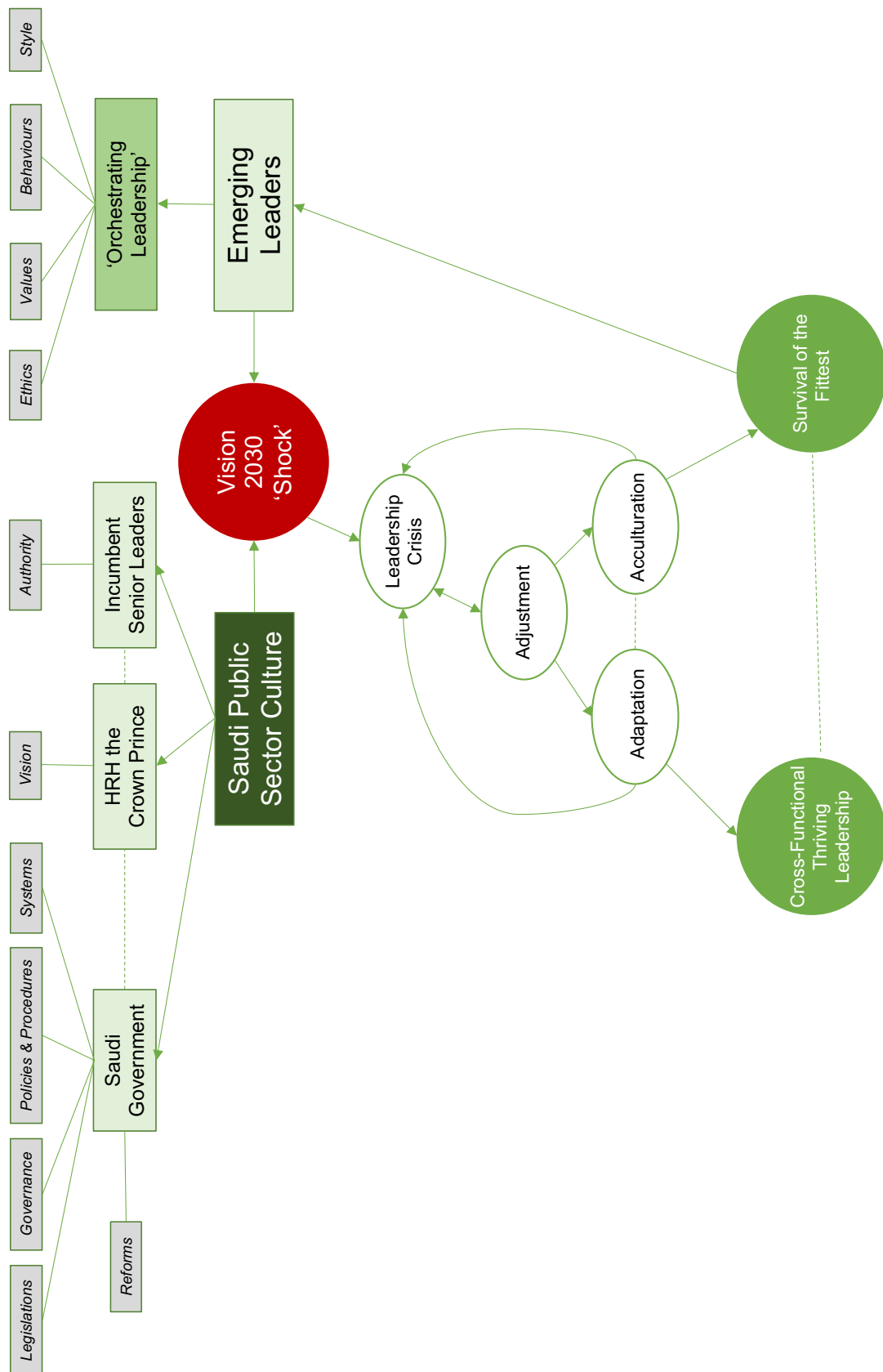
Figure 40: Insight Generation for PCLP



To deal with the voluminous data, it was extremely helpful to have a “think display” to detangle the thread of analysis (Saldana, 2013). To generate insights with the research data connecting it to both the hypothesis and the PCLP, an operational model diagram was drafted by the researcher to illustrate the phenomenon of the V2030 shock in his leadership paradigm. Two main pathways were there for him and his peer emerging leaders: either to adjust with acculturation leading to ‘firefighting’ and mere survival or to adjust with adaptation leading to the greater state of thriving in the given context of V2030.

This diagram is presented on the next page.

Figure 41: Operational Model Diagram



Adapted From: (Saldana, 2013)

The illustration below shows the word cloud generated by NVIVO:

Figure 42: Word Cloud



It is evident that respondents are talking about V2030, which showed up 293 times. They also talked about leaders and leadership in the Saudi public sector taking up the next 6 spots.

Interestingly, there was much discussion about values and culture and how both are changing with the transformation. Also, a lot of insight was provided around the challenges they faced whilst in leadership positions before the launch of V2030, in the year of the launch and how they have evolved over time in the second phase of the transformation drive.

5.9. Summary

The purpose of this study was to find: “How can young leaders overcome their leadership challenges whilst they drive the national transformation in the Kingdom of Saudi Arabia under the ambitious Vision 2030 blueprint? “

The cases of Mol, MoHo, and the MoD, through exploratory research, provided the researcher with an in-depth understanding and the contextual analysis of his leadership paradigm in the leadership spectrums of conflict management, technology adoption, crisis management, operational sustainability, transformation, and culture change.

Using a mixed studies research method, the researcher has collected rich data, analysed patterns/themes, and built practical insights on the leadership challenge, core value deployment, ethical approach, leadership styles & behaviours, and the organizational culture in the given national context of KSA.

Leadership self-assessments conducted by the researcher advanced the academic discourse and helped him in introspectively scrutinizing his personality, strength, weaknesses, behaviours, and styles.

By integrating these research artefacts together, one of the most valuable outputs was produced, a sketch of his paradox in an operational model diagram, which will contribute towards assessing the effectiveness of leadership in the researcher’s core domain. In the next chapter, building on the findings and incorporating insights from the research, the researcher proceeds to refine his PCLP.

Chapter 6

6. PCLP Framework

6.1. Introduction

This chapter primarily showcases the developed PCLP of the researcher, which sits in its current stage of evolution based on the culmination of inputs from DBL courses, literature review and the research undertaken. The components of the PCLP, including the selection of prioritised core values, definition of relational and commercial guidance, choice of leadership style, designing of feedback loops and the setting of both outputs and outcomes, are also detailed.

This chapter also discusses the framework the researcher has adopted to approach the iterative modelling of the proposed PCLP framework. It also provides an overview of the creative ideation process and the rationale that he has adopted to conceptualize the PCLP framework.

In this chapter, the evolution of the PCLP over time is exhibited through three distinct periods in the last 10 years: Early Years, Emerging Years and Maturing Years, with the final period being linked to the researcher's position within the MoD and his undertaking of the DBL program.

The chapter concludes by presenting what are the future implications of implementing the PCLP given the evolving circumstances of the researcher and the overall context of KSA under V2030.

6.2. Modelling the Approach

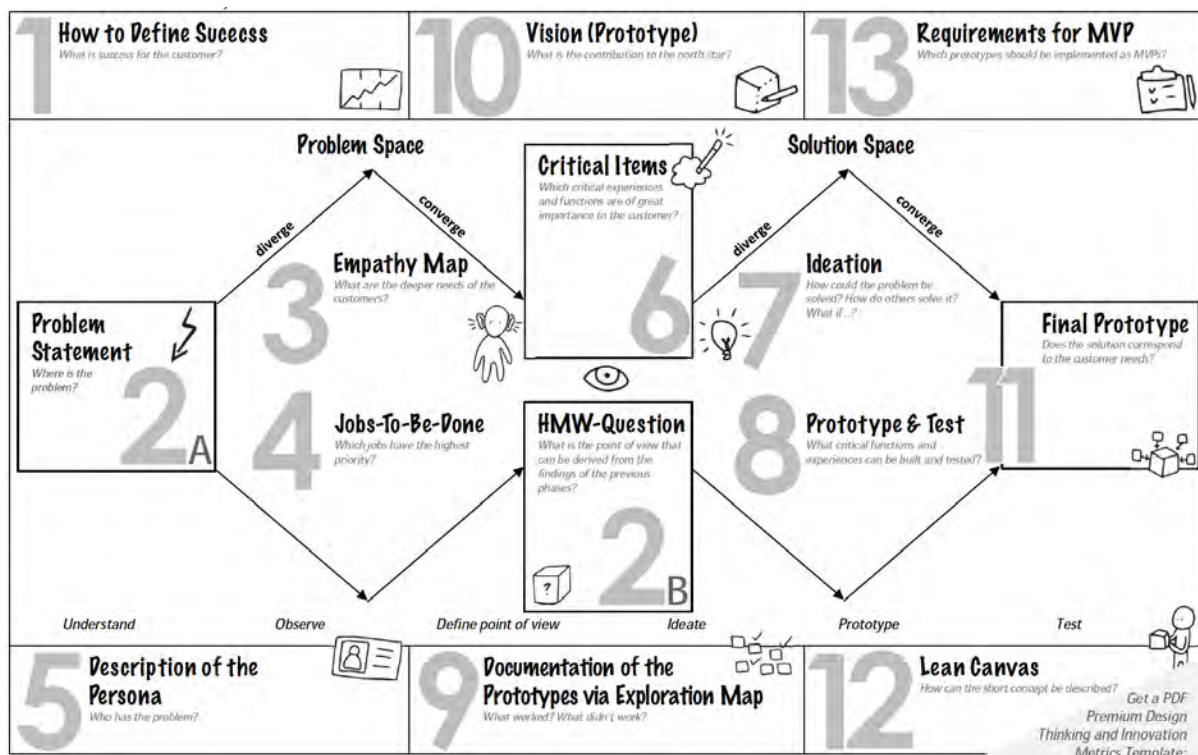
“Design is not just what it looks like and feels like. Design is how it works.”

– Steve Jobs

6.2.1. Structured Approach to Conceiving the PCLP

The researcher utilized a design thinking framework to approach the development and evolution of his PCLP. This framework, with its key steps and phases, is depicted in the illustration below:

Figure 43: Design Thinking Process



Source: (Lewrick, 2023)

The steps described briefly hereunder explicate the activities and the outputs in the process of developing the current iteration of the PCLP by the researcher using this framework.

Step 1: Define the Success - This step defined for the researcher what efficacious leadership would look like in his paradigm. The output discussed in Section 6.8 epitomises what success would look like for the researcher.

Step 2: Problem Statement and “How Might We” Questioning - The first part of this step (2A) consisted of defining the leadership challenge that the researcher had identified in his leadership paradigm, given his personal context. The second part of this step (2B) involved him reframing the challenge and what could be the viable alternative scenarios. Chapter 4 discusses the needs, hypothesis, and key questions as part of this process.

Step 3: Empathy Mapping - This step defined what could possibly be the deeper or sequestered needs for the researcher in terms of leadership development needs and gaps. This also included listing all the assumptions from an abductive point of view and reviewing existing literature. Chapter 3, with the extensive literature review, provided key inputs into this process.

Step 4: Jobs-To-Be-Done - This step delineated the actual prioritized leadership function(s) that were being conducted by the researcher in his position currently and those that he expected he will have to do in the future given the progression of V2030 phases and his position in the public sector space. Chapter 4 discusses the needs and objectives that were considered in this step.

Step 5: Description of the Persona - This step was used to define the persona of the researcher. This step considered his pain points and the gains, possible pain relievers and gain creators, in addition to his personal traits, characteristics, personality and identity. Chapters 1 and 2 discuss the researcher’s context and his background, which served as the main constituents for building his persona, which is elaborated in Section 6.4.

Step 6: Critical Items - This step highlighted all the essential elements that were of utmost importance to the researcher as a public sector leader. The elements of the PCLP discussed in Sections 6.5, 6.6 and 6.7 related to the personal core values, relational and commercial sub-processes, and the leadership style were this step's parameters.

Step 7: Ideation - This step involved reflecting, critical thinking, and hypothesizing on how the researcher could solve the leadership challenge and how other public sector leaders in his paradigm (such as his peers, counterparts, and seniors) have solved theirs or are solving it.

Step 8: Prototyping and Testing - This step initially resulted in the development of a preliminary PCLP framework and piloting it in controlled conditions within the existing paradigm. This initial developed framework is presented as part of the PCLP evolution in Section 6.3 of this chapter.

Step 9: Exploration Mapping - This process involved analysing the result of the piloting of the PCLP framework and understanding what aspects worked and what parts needed improvement or re-design. Inputs from the case research, supported by the qualitative and quantitative research as defined in Chapter 4 of this critique, along with self-reflection, were imperative tools/techniques of this process.

Step 10: Vision - This step helped to identify the “North Star” of the researcher's PCLP that would eventually help the researcher set his priorities and guide his decision-making process around the development of a congruent PCLP. The outcome listed in Section 6.8 depicts where the vision of the researcher leads to.

Step 11: Final Prototype – Based on iterations of steps 7 through 10, this step saw the researcher develop the last version of his prototype that is presented as part of Section 6.2.3. This can be considered as his Minimum Viable Product (MVP) #1. Intermediate iterations are also presented in Section 6.3.

Step 12: Lean Canvas – The researcher envisions this step will occur post-doctorate, where he will continue to develop quicker, leaner iterations based on experimental

implementation of the components of the PCLP in real-world application/scenarios at a larger scale. This will allow him to continue to accumulate his leadership's "Ecosystem Capital" and develop the next "Lens" of leadership framework/theory for his evolving paradigm. The base of this canvas is expected to be the LVB presented and discussed in Chapter 7.

6.2.2. The Conceptual Model

The Cheetah holds a significant position deeply rooted in Arabian poetry, folklore, culture, tradition, and heritage, as it was an animal that the royals used to hunt with (ibn Zahir, 2022). Considered as a symbol of power, grace, and prestige, the Cheetah represents a metaphor for nobility, magnificence, elegance, beauty, swiftness, adaptability, speed, and fierceness.

Figure 44: Arabian Cheetah



Source: (Giorgi, n.d.)

Orwell (2021) explored the theme of leadership and power dynamics using animals allegorically in his works titled "Animal Farm" in 1945. He portrays the emergence of leadership, shifts in power, manipulation and corruption, betrayals and the use of force and fear to maintain authority. Sinclair (2018), in his works initially published in 1906 titled "The Jungle," used animal metaphors to portray social hierarchy, organizational leadership, ethical/unethical approaches, grassroot leaderships, advocacy, and exploitation of workers.

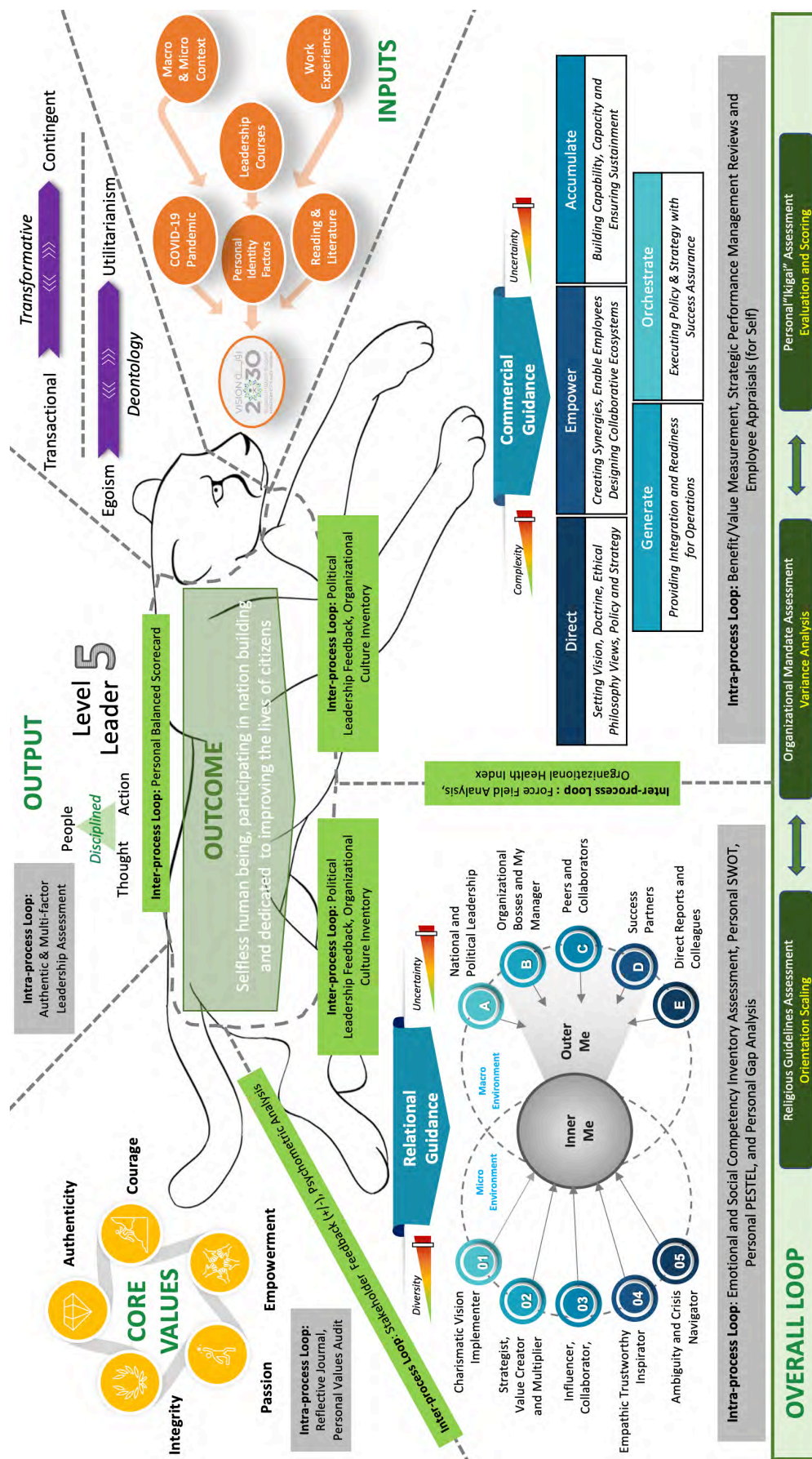
The researcher, therefore, draws his PCLP's storytelling technique from these two literatures and the conceptual canvassing of the PCLP from the Cheetah, using Free Idea Association. The researcher correlates the behaviour and characteristics of the Cheetah to leadership as follows:

1. **Leadership Vision, Focus and Strategic Planning** - They plan their approach carefully before they initiate the hunt, taking the context into account. They also maintain a staunch focus on their prey and stalk them unwaveringly over extended periods (Hilborn et al., 2012). They also change their prey-handling approach based on threat level from apex predators (Hilborn et al., 2018).
2. **Adaptability in Different Environments** – They flourish and thrive in various terrains and extreme environments, adapting their predation behaviours and tactics to survive (Mills et al., 2004).
3. **Velocity and Agility** – They are the fastest land animals in terms of speed and also have the fastest acceleration yet are able to manoeuvre themselves towards a new direction or come to a complete stop almost instantly (Wilson et al., 2013).
4. **Pacing in Execution**- While hunting, they balance acceleration, deceleration, speed and quiescence with their energy and physical conditions (Hubel et al., 2016).
5. **Leadership Style and Resilience** – Cheetahs are habitat generalists and display higher resilience compared to other counterparts by constant evolution, high mobility, biosphere, and prey flexibility (Jeo et al., 2018).
6. **Collaboration for Success**– They often live and hunt in small, stable coalitions. They also establish relationships with as many females as possible (Hunter, 2015).
7. **Empowerment** – The female cheetah lives with her young cubs, taking care of them, nurturing them, and teaching them essential hunting and survival skills (Caro, 1994).

6.2.3.Latest PCLP Iteration

The figure on the next page depicts the latest version of the researcher's PCLP.

Figure 45: Researcher's PCLP V3.1



Sections 6.4 through 6.10 of this chapter discuss each one of the main components of the PCLP individually:

- Personality and Identity shaping inputs.
- Personal core values
- Relational and commercial sub-processes
- Leadership style
- Output and outcomes
- Feedback loops

6.3. Evolution of the PCLP

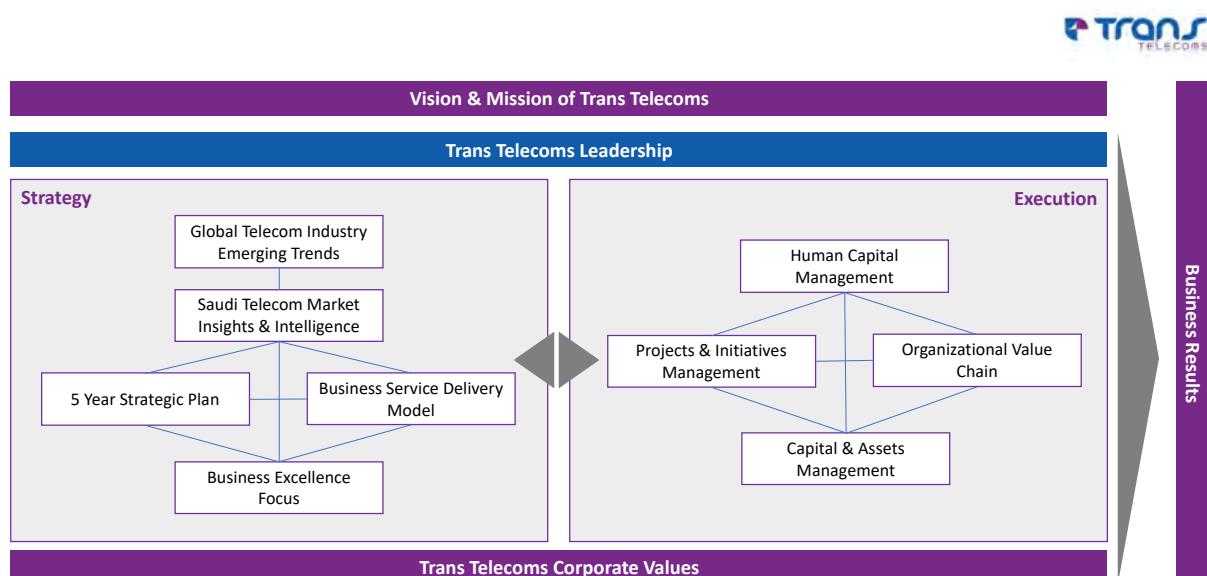
“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

– Charles Darwin

6.3.1. Early Years

The first exposure to a leadership framework and understanding of how leadership differs from management was during the researcher’s engagement as a Program Head / Regional Manager in Trans Telecoms in 2013. He was taught that leadership was about articulating strategy, implementing objectives, and providing oversight to management, whereas management was about executing the business and operating plans on a day-to-day level. The illustration below is an extract from Trans Telecoms' strategy document outlining the leadership framework that its senior leadership team was expected to adopt.

Figure 46: Trans Telecoms Leadership Model



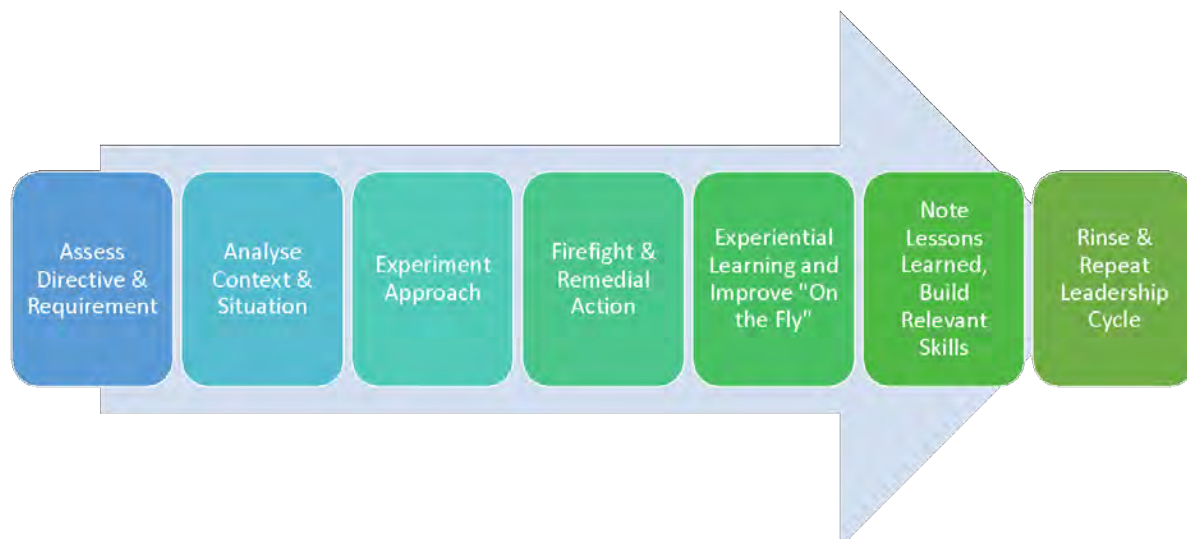
Source: (Transtel, 2010)

This framework was an adaptation of the IBM Business Leadership Model. The researcher used this model, along with the other provided guidelines, effectively as his leadership framework in the private sector from 2013 till mid 2015, prior to the launch of V2030.

6.3.2. Emerging Years

When the researcher joined the Mol in his first public sector role later in 2015, there was no formal leadership framework that was provided for guidance. The researcher was taken aback as he was oriented to a process-driven leadership approach with outlined value-driven behaviours and job description-driven responsibilities. Also, the WoW in the public sector was relatively different from what he had experienced and become acquainted with in the last twelve years or so of his professional career. Continuing to strive to adapt, the researcher fielded a dynamic leadership approach that is represented in the figure below.

Figure 47: Dynamic Leadership Process



This capability-driven approach can be considered to be in line with the Multiple Linkages Theory proposed by Yukl (1971) under a Contingent Leadership approach discussed in Section 3.4.5.

The researcher's leadership context and paradigm were then thrust into a VUCA state with the launch of V2030 in early 2016. With the passing of time and sensing the criticality, the researcher decided to develop a more formal approach to his leadership. Scraping from the previous framework, conducting research on public sector leadership frameworks developed in the United States and the United Kingdom, by late 2016, he had designed a conceptual framework of leadership execution, which he also presented to his superior and peers at the time to gain support and synchronize the overall approach.

This custom-developed framework is presented hereunder.

Figure 48: Researcher's First Conceptual Framework for Leadership



Source: (Mustafa, 2016)

The first modification was that the Vision and Mission were no longer driving the overall leadership function; rather it was the legal statute and the formal mandate. Secondly, the ultimate authority no longer remained the owners and partners of the company; rather, it was a Minister who was a member of the Saudi Royal Family and the Crown Prince at that time. Thirdly, the leader was to focus on the strategy execution for

activating the enablers and related initiatives required for the strategic success. Values were also no longer explicitly defined, but the leaders were expected to act and behave in a way that fits within the unstated norms and culture of the Saudi public sector. Finally, the ultimate goal was no longer financial success or market share; all activities of the leader were to be based upon achieving the committed national outcome by HRH the Minister.

The crux of the leadership framework was the leader investing effort in understanding himself (thoughts, emotions, values, knowledge, skills, strengths, and weaknesses) as a leader in a VUCA environment and then actively directing himself towards the actions necessary for the attainment of performance outcomes for his position. Establishing stakeholder alignment was a critical element of leadership as the complexity of the ecosystem and vested interests or disinterest meant any dissonance would create immediate derailment towards delivering strategic objectives. Championing change or transformation that is linked with value creation and benefit realization was an important nascent leadership function as the organization was under 'stress' to assimilate and align with V2030.

Having rigid governance structures, inflexible policies, processes, procedures, hierarchical organizational design, and transactional leadership approach meant that governance and oversight of operations were to be done in strict accordance with the provided dogmas. Leading others (direct reports, partners, contractors, peers) remained a function of the leader's leadership function and managing up was equally important.

This proved to be a fruitful exercise for developing role clarity and function, determining leadership behaviours, and streamlining efforts, despite the misalignment of the organization with V2030. Later, in 2017, when the researcher moved to MoHo, the same framework remained applicable and personally effective for him; therefore, no major changes were made. The only two tweaks were the adaptation of the competency framework for leadership development that was part of the internal operating model of the National Housing Company and the adjustment in the first quadrant from "change" to "transformation under V2030". The tweaked framework is depicted on the next page.

Figure 49: Tweaked Conceptual Leadership Framework



Source: (Mustafa, 2017)

The framework's success could be gauged with the positive leadership evaluation of the researcher conducted by an independent third party in 2018, as detailed in Section 2.4.

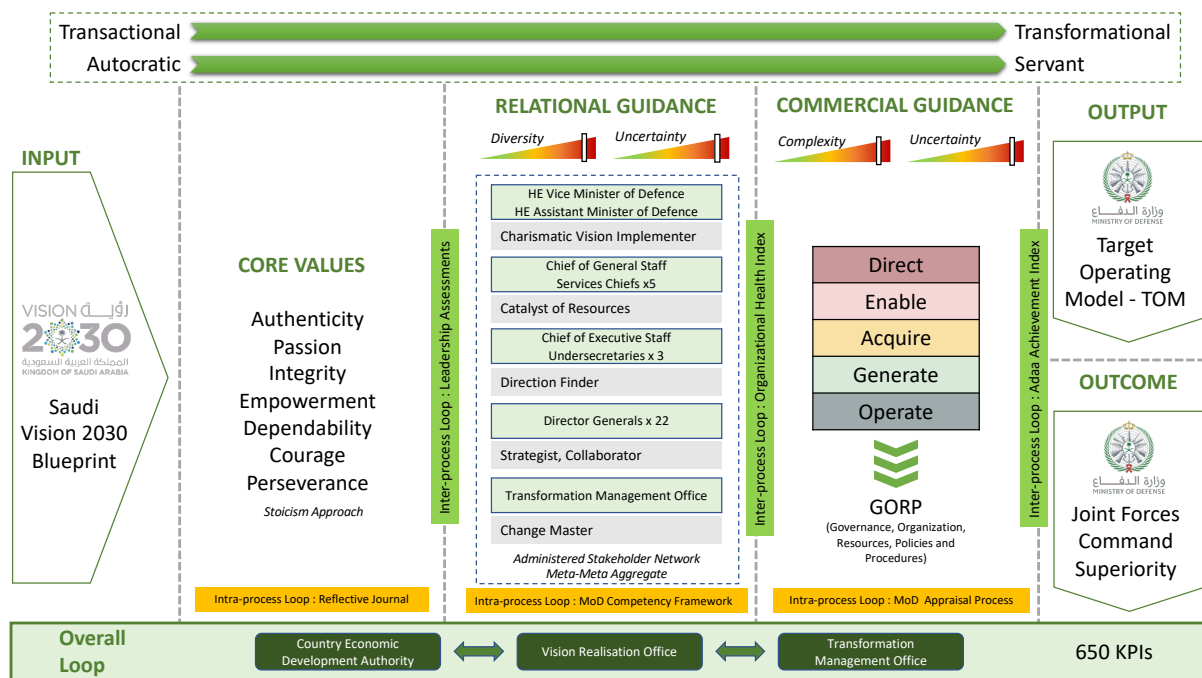
6.3.3. Maturing Years

When the researcher moved to the MoD in early 2019, citing previous successes and favourable assessments, he continued his leadership role using the same leadership framework. However, he could sense a growing gap in his own leadership approach and that of leaders in similar positions who were driving the transformation. The Corona Virus Disease (COVID-19) global pandemic hit during this time, creating even more fissures in the way leadership needed to be conducted. The researcher,

anchoring on the framework, again went back to his tried and tested approach depicted in figure 48, with hopes to be able to evolve this framework further in the future. It was clear at this point that what had got the researcher so far would not get him much further. Therefore, in 2022, the researcher enrolled in the DBL program, taking the development of the framework to the next level.

The researcher decided, in principle, to start from a clean slate in terms of the critical components and design of the framework and to incorporate his learning, experience, and knowledge into the prototypes. The PCLP took its first shape in DBL 701, and with each course, it continued to evolve in light of the new learning and the guidance provided by the esteemed professors. It is to be noted here that Fayed's (2022) proposed core PCLP framework provided the foundational concepts on which the researcher designed his PCLP. The figure below depicts the first version (V1.0) of the researcher's PCLP that was developed as part of DBL701. (All iterative versions are provided in full A4 size for better readability in Appendix 7 – PCLP Evolution.)

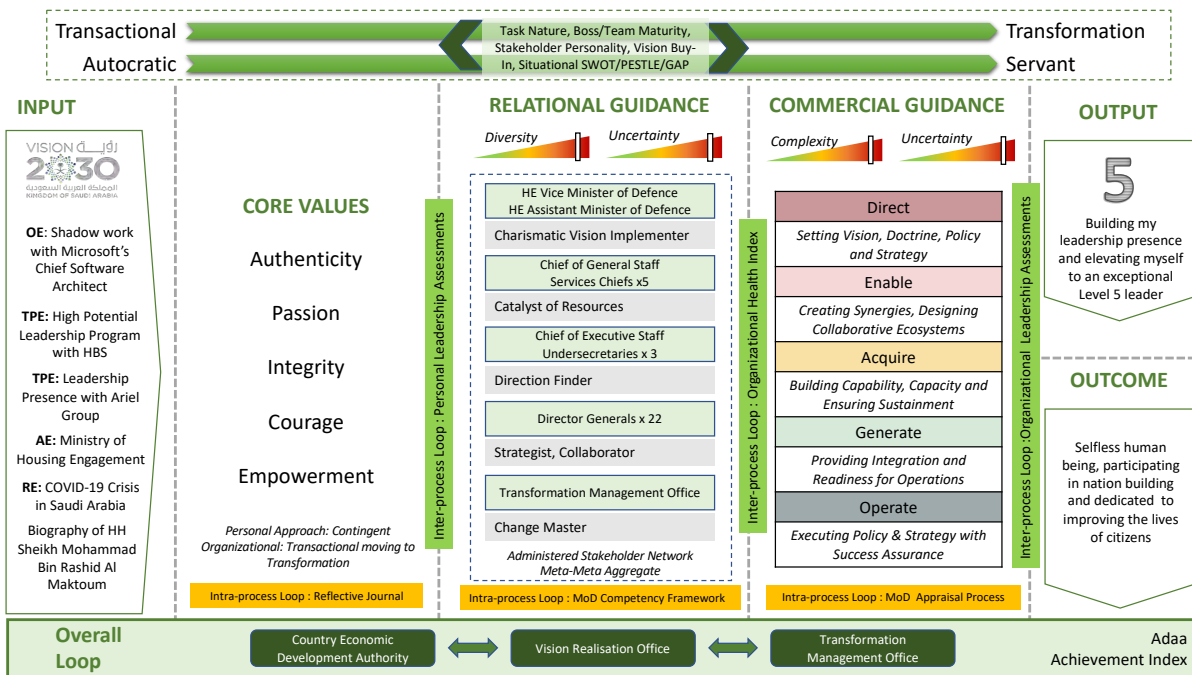
Figure 50: PCLP V1.0



Source: (Mustafa, 2022d)

The figure on the next page depicts the modified version (V1.1) of the PCLP as part of DBL701.

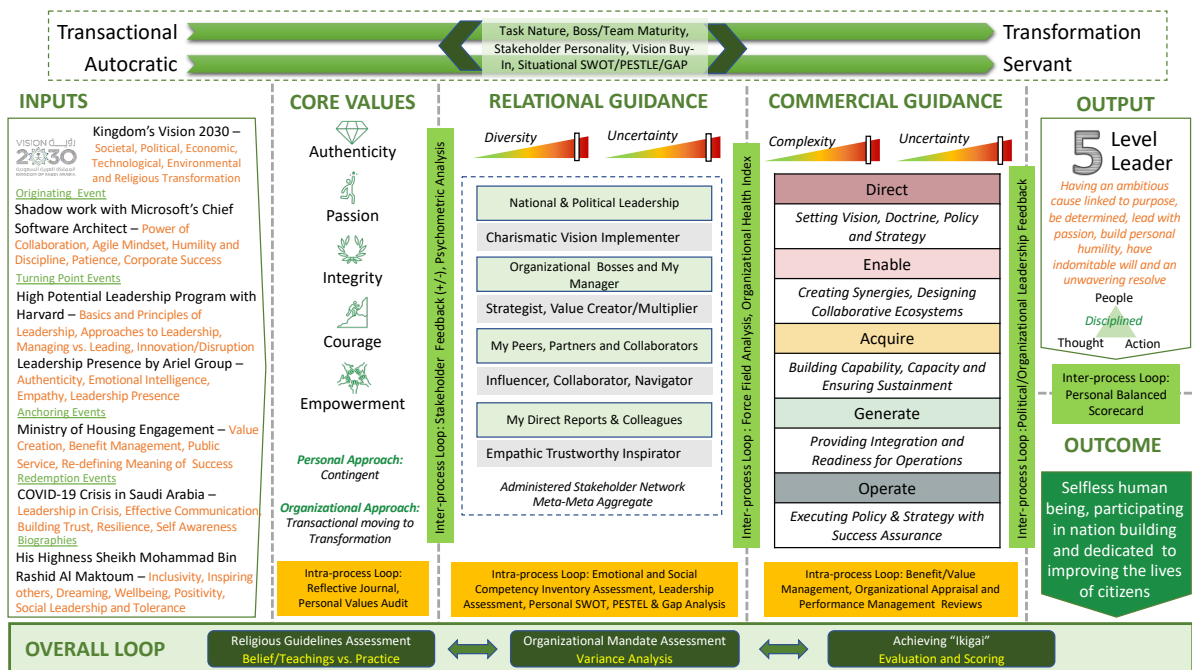
Figure 51: PCLP V1.1



Source: (Mustafa, 2022d)

The figure below depicts another version (V1.2) of the PCLP that was further modified as part of DBL701.

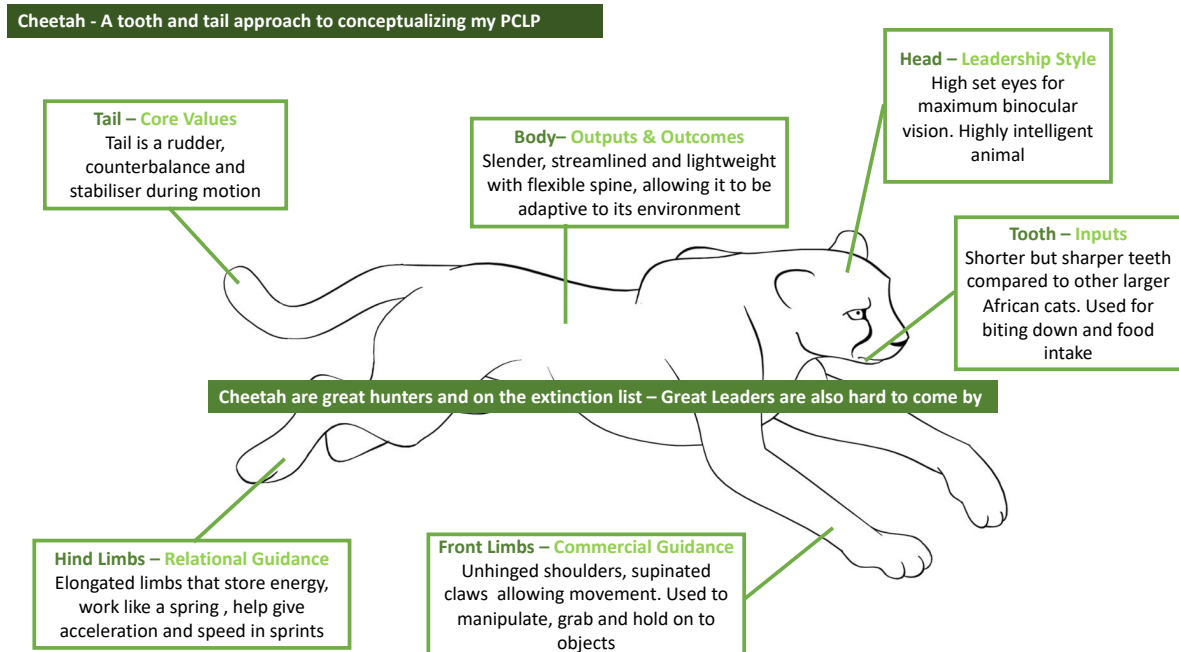
Figure 52: PCLP V1.2



Source: (Mustafa, 2022d)

The figure below depicts the creative conceptualization of the canvas for the PCLP as part of DBL701, which was later used to re-design the PCLP in DBL 703 & 704.

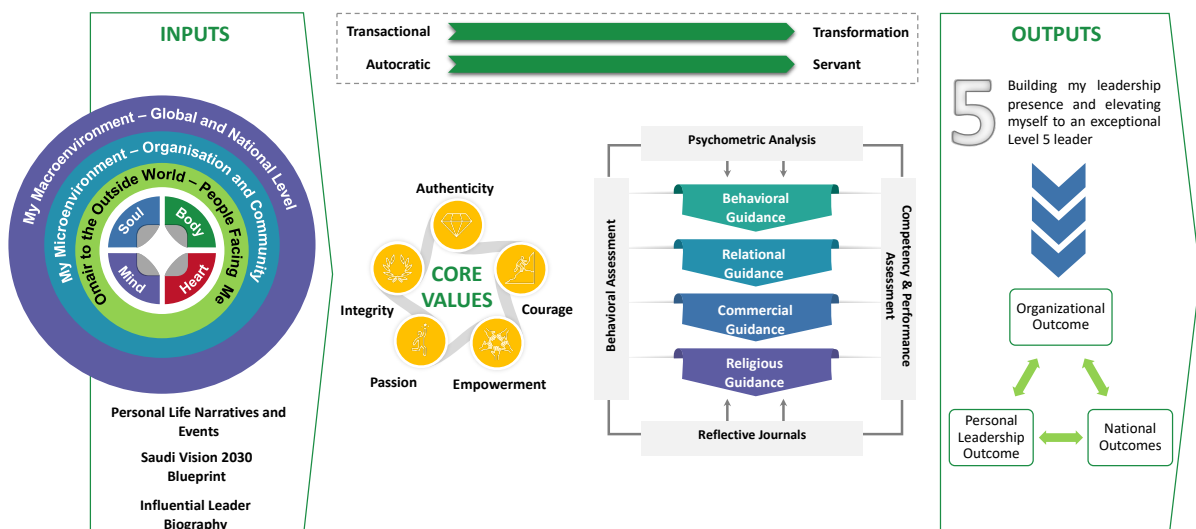
Figure 53: PCLP Canvas



Source: (Mustafa, 2022d)

The figure below depicts an enhanced yet highly simplified fresh attempt at re-designing the PCLP as a version (V2.0) that was attempted as part of DBL702.

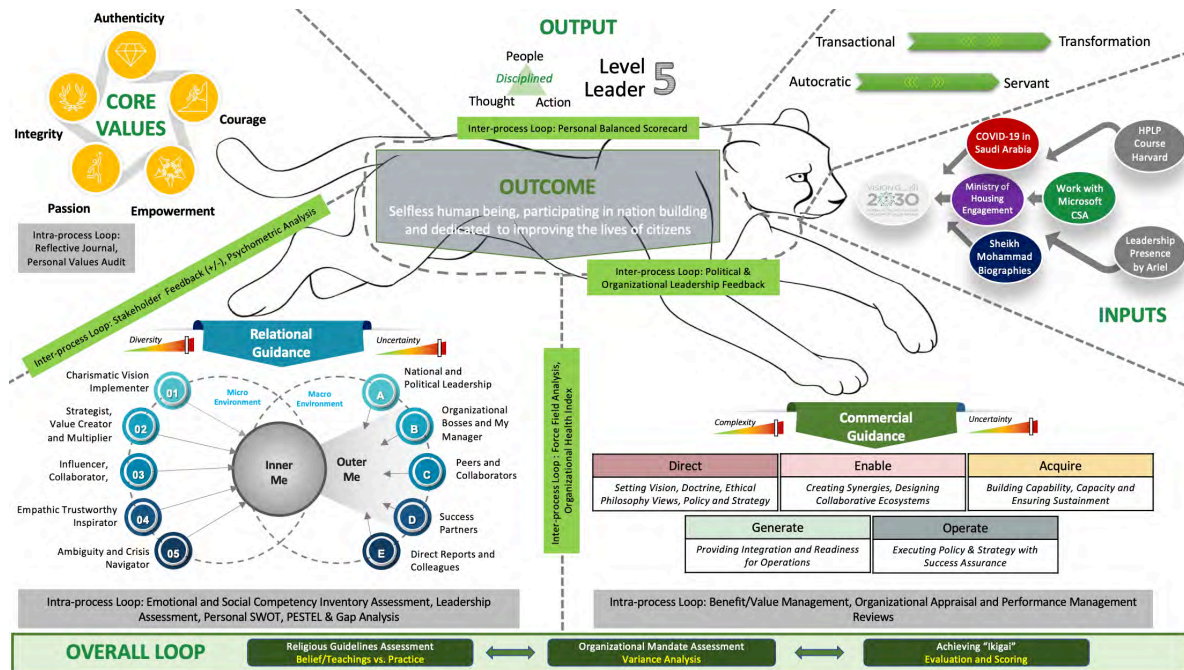
Figure 54: PCLP V2.0



Source: (Mustafa, 2022d)

The figure below depicts another re-designed version (V3.0) of the PCLP that was developed as part of DBL703 and DBL704.

Figure 55: PCLP V3.0



Source: (Mustafa, 2022d)

The table below provides a brief summary of the evolution of the PCLP, whose iterations are illustrated above, during each of the double subjects.

Table 22 – Summary of PCLP Adjustments

Version	Subject	Summary of Adjustments
1.0	DBL 701	Initial draft of the PCLP, using the base template provided in the module, covering the core components: Inputs, Core Values, Relational Guidance Sub-process, Commercial Guidance Sub-process, Output, Outcome, Leadership Style, Inter-process Loops, Intra-process Loops, Overall Loop.
1.1	DBL 701	• Expansion of inputs beyond V2030. • Reduction of two core values. • Removal of philosophical approach. • Expansion of commercial guidance sub-processes. • Output redefined to be beyond current role. • Outcome redefined to be beyond current role. • Criteria added for transition and traversal of leadership style. • Overall loop moved to national level measure rather than organizational level.

1.2	DBL 701	• Expansion in definition of inputs. • Relational guidance redefined completely and set beyond current role. • Output definition expanded with focus on disciplined leader. • Additional inter-process feedback loop tools/techniques added. • Additional intra-process feedback loop tools/techniques added. • Additional dimensions added to the overall loop and tools/techniques identified.
Canvas Draft	DBL 701	• New canvas conceptualized to serve as an experimental base for a future PCLP iteration.
2.0	DBL 702	• Radical change in the structure of the PCLP whilst keeping components same, citing the rationale of simplicity. • Inputs expanded from inner self to macro-level in layered visualization. • Core values graphics added. • Commercial and Relational guidance sub-processes combined in a new visualization and added behavioral and religious guidance elements. • Inter-process, intra-process and overall feedback loops reduced to tools/techniques and coupled with the visualization of sub-processes. • Criteria removed for transition and traversal of leadership style. • Outputs and outcomes combined.
3.0	DBL 703 and DBL704	• Radical change in the structure of the PCLP based on the development of the conceptual canvas whilst keeping components same. • Inputs visualization created based on key inputs identified from V1.2, detailing removed. • Relational guidance sub-process completely re-structured and re-designed citing elements of the inputs from V2.0. • Commercial guidance sub-process re-designed based on elements from V1.2. • Inter-process, intra-process and overall feedback tools and techniques prioritized and listed based on V1.2. • Output and outcome segregated, and new visualization created.
3.1	DBL710	• Input group created with addition of two elements. • Leadership approach identified and transition shown. • Ethical approach identified and transition shown. • Commercial guideline elements renamed to allow for greater encompassment. • Changes to tools for Inter-, Intra-, and Overall Loops

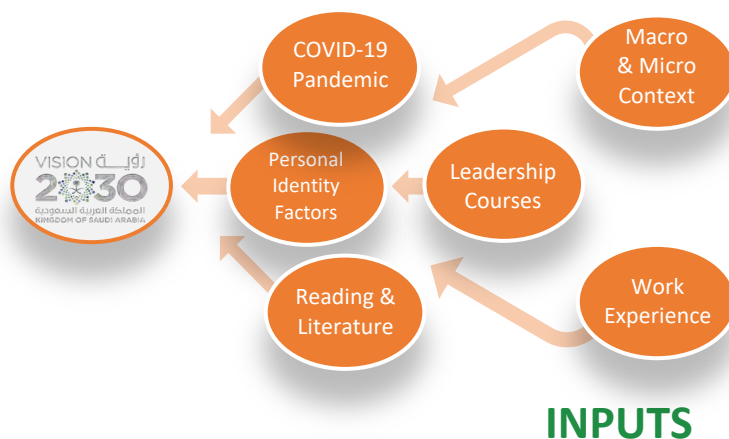
6.4. Leadership Personality and Identity Shaping Inputs

*“Personality has the power to uplift, power to depress, power to curse
and the power to bless.”*

– Paul Harris

The illustration below depicts the researcher’s inputs that he terms as significant in shaping his leadership persona.

Figure 56: PCLP Inputs



Ligon et al., (2008) indicated that both the narratives around the life experiences and events in the lives of the leaders have a direct impact on their approach to leadership, prescriptive mental models, and their differential development. These events may be segregated into originating, turning point, anchoring or redemption events (Ligon et al., 2008). The researcher has conceptualized the inputs with the mouth of the Cheetah, as a famous quote states, “Tell me what you’re eating, and I will tell you what you are” (Brillat-Savarin, 1839, p.9).

The researcher has further identified seven elements that have shaped his life’s narrative. These are discussed individually in the next sub-sections.

6.4.1. Macro and Micro Context

The macro-level context shaped by the societal norms in KSA has had a profound influence on the personality and played a deeper role in shaping the identity of the “outer self” of the researcher. These influences are derived from Arabian traditions, Islamic values, Tribal heritage, and Saudi culture. This included fundamentally gaining native fluency in the Arabic language, which is the official language of KSA, by the researcher.

Similarly, the micro-level context influenced by the family environment in which the researcher was brought up in, shaped by his parental ethnicity and the organizational work cultures and norms that the researcher was exposed to from the prevalent normative ethical philosophies, shaped the “inner self.” These factors, together, determined his values, beliefs, ethics, and morals. Chapters 1 and 2 have already delved deeply into these factors.

One aspect of this factor is also how expatriates, such as the researcher himself, in the absence of citizenship grants, have adjusted to leading public organizations in KSA. This is especially an important aspect as Jack & Stage (2005), based on their research, stated that up to 40% of expatriate engagements end up as derailments, whereas Black & Gregersen (1999) and Black et al., (1999) earlier had claimed this percentage to be as high as 70% in some of the cases, from their research.

6.4.2. Work Experience

Two particular work experiences stand out. One is the work that the researcher did in the formative years of his career, where he was shadowing one of the Chief Software Architects of Microsoft for a mega government project from 2003 to 2008. Focusing on digital acceleration and business transformation for the Ministry of Foreign Affairs (MoFA), the project was valued at over \$600 Million and aimed to change the way visas were processed by the KSA embassies globally.

The researcher's involvement in this project can be considered as an originating event. The researcher learnt from him the power of collaboration, developing an agile approach, managing complex ecosystems, personal humility, professional discipline, and resilience in the face of despair, in addition to designing approaches to unlock corporate performance. This person remained a mentor for the researcher, his source of admiration and inspiration throughout his early career.

The second experience is related to his work with the MoHo to facilitate the delivery of public housing to Saudi citizens. Dealing with a complex web of stakeholders, tearing through bureaucracy, and prioritizing underprivileged citizens to enable the delivery of 1.45 million housing units, clearing over a decade-long backlog within the first phase of V2030, was an enormous challenge. This VRP was a multi-year giga program valued at over \$90 Billion with many strategic initiatives dealing with policymaking, public-private partnerships, service design and activation, digital enablement, localization of content, industry and market uplift, job creation and fiscal sustainability.

This can be considered as an anchoring event in the researcher's career, where he was part of the core leadership team that was internationally recognized with the Best Government Initiative Award in the region. The researcher's engagement in this organization shaped the way that he understood impact-driven public investments, creation of social equity, driving benefit realization management, focusing on value creation, and designing citizen-centric services.

6.4.3. Leadership Courses

From the many certification and executive education courses that the researcher has undertaken, the courses that he undertook with Harvard Business School (HBS) for leadership development, the course with London Business School (LBS) for leading change, the courses with University of New South Wales (UNSW) for leadership advancement and the workshop with Ariel Group (AG) on leadership presence have had the greatest influence on his leadership advancement.

These all can be considered as turning point events. The table below defines the courses and the impact that they have had on the researcher.

Table 23 –Impact of Leadership Courses

Institute	Year	Course	Impact/Outcome
UNSW	2023	Learn to Lead 2023: Leading the Future	Provided the researcher with forward-thinking strategies to navigate an ever-evolving macro and micro context and equipped him with the knowledge to help design the FoW in his paradigm.
	2022	Learn to Lead 2022: Leadership for a Better World	Nurtured the researcher's mindset to drive positive change, address global challenges affecting him and his organization at national levels and contribute towards building a more equitable and sustainable world.
	2021	Learn to Lead 2021: Leading from the Heart	Cultivated the researcher's emotional intelligence, empathy, and relational skills, allowing him to be more compassionate and impactful with his leadership approach.
LBS	2021	Leading Change	Empowered the researcher with knowledge, skills, tools, and strategies to drive impactful organizational and national level transitions, changes, and transformations.
HBS	2020	Economics for Managers	Equipped the researcher with economic acumen to make informed decisions and navigate macro level complexities.
	2019	Financial Accounting	Provided the researcher with financial skills to interpret financial information for strategic planning, value creation and informed decision making within the organization.
	2018	High Potential Leadership Program	Catalyzed the growth of the researcher by refining his strategic thinking and enhancing his abilities to drive organizational success.
	2018	Disruptive Innovation	Evolved the researcher's perspective on digital adaption and transformation, building his ability to harness disruption and propel innovation at large scales.
	2018	Strategy Building and Gaining Competitive Advantage	Crystalized the researcher's ability to articulate and execute effective national and organizational level strategies resulting in sustaining a competitive edge in blue and red oceans.
AG	2018	Leadership Presence	Enhanced the researcher's ability to communicate, inspire, motivate, and engage effectively with people and build authentic meaningful relationships.

6.4.4. Reading and Literature

The incorporation of selected leadership literature into the researcher's reading repertoire has allowed him to gain valuable insights, learn various lessons and develop perspectives that have shaped his leadership journey and choices so far. From these literature works, the books and the autobiographies written by His Highness (HH) Sheikh Mohammed bin Rashid Al Maktoum, the current ruler of Dubai, were the ones that left a lasting impact.

HH Sheikh Mohammed can be positioned as one of the prominent true visionary leaders of our times who has transformed Dubai from a desert oasis into one of the world's most modernized metropolitan cities and recognized destinations. This was only possible because of his long-term strategic planning, building, and empowering a committed high-performance team, catalysing global partnerships, embracing change and being adaptable.

In his work, "Spirit of the Union," based on his speech on UAE's 40th National Day and his selected poetry, Al Maktoum (2012) talks about how the Nation's dream the Emiratis see today was realized and what is being done to achieve the future vision of the country. The compilation presents a discourse on strengthening the national identity, developing a passion for the progress and development of the nation, global diplomacy, engagement, and finally developing national-level inspiration and aspirations.

In his book, "My Vision: Challenges on the Race of Excellence", Al Maktoum (2012) discusses at length his vision for Dubai as an international hub, the strategic planning behind the transformation and innovation, the resilience, determination and drive of his leadership team, good governance, empowerment of high performing people and his servant leadership style despite being a ruler belonging to a royal family. He also talks about the intricate balance between keeping traditions alive and embracing modernity from the perspectives of adaptability and brilliance.

In his works, "Flashes of Thought," Al Maktoum (2013) presents a window into his mind's visionary thinking, his ethical values anchored in traditions and heritage, his

leadership philosophy, social accountability and how continuous learning and innovation have allowed Dubai to march forward, becoming a one-of-a-kind success story.

In his work, “Reflections on Happiness, and Positivity,” Al Maktoum (2017) ponders upon the correlation between happiness and positivity and how together they impact performance, excellence, efficiency, and creativity. He discusses ways in which positive leadership fosters happiness, maintains a progressive outlook and leads to inspiration, engagement, ambition, resilience, contentment, and excellence.

In his autobiography, “My Story,” Al Maktoum (2019) gives his personal account of his life journey and leadership experience when he marked his 50 years of public service. He talks about the vision that allowed Dubai to rise meteorically, the intentional diversity and inclusivity, developing global perspectives enabled by international partnerships, his drive and determination, cultural preservation, crisis management and ethical leadership principles.

Overall, these books have provided several leadership lessons and perspectives whose extrapolation has sculpted the way the researcher has propositioned the execution of V2030 transformation and value creation in citizen-centric public services.

6.4.5. Crises

COVID-19 that originated in December of 2019 escalated into a global pandemic by 2020, and its repercussions continued till May of 2023 when the World Health Organization (WHO) declared it to no longer be an international public health emergency (IISD, 2023). The event had lasting unprecedented implications on the political, social, economic, technological, and environmental contexts, redefining the paradigms of leadership.

Transformational leadership, prevalent in KSA ascribable to the V2030, has four core components, as prescribed by Bass & Riggio (2006): Idealized Influence (II),

Inspirational Motivation (IM), Intellectual Simulation (IS), Individualized Consideration (IC).

With limited physical interactions and personnel restricted to their homes, a key tool of IS was taken away from the leadership inventory. The compelling vision for the organization, the nation and the world overall became murky with the uncertainty that COVID-19 brought, affecting IM. Achieving IS became quite difficult as well since COVID-19 had severely impacted the psychological, safety and belongings of both leaderships and followships in Maslow's Hierarchy. Finally, for IC, feedback loops and mechanisms disintegrated, organizational priorities changed, which impacted the confidence and commitment-building mechanisms, giving rise to vulnerability. With leadership fault lines rupturing and leadership being thrust in its entirety into a virtual realm, the impact on the 'Way of Working' (WoW) can be considered as a redemption event.

However, what emerged were charismatic, compassionate and servant leadership styles where AQ and EQ became prime factors in coping with stress and overcoming the crises whilst striving to maintain the transformation's momentum and the BAU. Communication, collaboration, and cooperation became even more important with remote leadership and the way 'problem-solving' was done.

Therefore, numerous leadership lessons learned, insights gained, and experiences acquired from this event are considered essential by the researcher in shaping his future leadership approach.

6.4.6.KSA's V2030

V2030, discussed at length in Chapter 1 and in Section 3.3.2, transpired a complete generational evolution in the leadership, governance, culture, and business centricity across the public sector spectrum in the KSA. This phenomenon is the strategic infliction point of leadership approach for the researcher that has and will continue to disrupt the FoW in KSA and, henceforth, is an important input.

6.4.7. Personal Identity Factors

Personal identity factors are driven by the researcher's social (the "we" and "us") and personal identity (the "I" and "me"), as discussed by Haslam (2004). These are covered largely in Chapters 1 and 2 and Sections 6.4.1 to 6.4.3. Three antecedents must be considered here are the individual traits, behaviours, and skills.

The behaviours can be classified as the researcher's self-perception-oriented behaviours, task-oriented behaviours, non-verbal behaviours, and other behaviours such as social behaviours (Tabassum et al., 2023). Traits can be classified into the five big personality traits which include openness to experience, cognitive ability, conscientiousness, extraversion, agreeableness, and emotional intelligence (Tabassum et al., 2023). At the same time, skills can be classified into communication skills and task-oriented skills (Tabassum et al., 2023). Finally, the individual states can be classified as group perception, leader member exchange, leader role identity and the overall attitude towards leadership (Tabassum et al., 2023).

The researcher recognizes that these elements together shape his personal identity, which is a driver of his leadership approach and behaviours; henceforth, critical to the development of the PCLP.

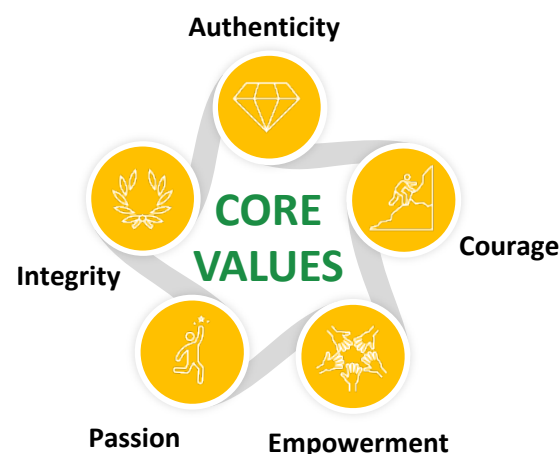
6.5. Prioritised Personal Core Values

“It is not hard to make decisions, once you know what your values are.”

– Roy E. Disney

The illustration below depicts the researcher's prioritised leadership personal core values.

Figure 57: Core Values



Edgeman & Scherer (1999) indicated that the core values are an ethical and moral compass for leaders, allowing them to nurture their systemic leadership development and achieve performance excellence by deploying them consistently and effectively. Ramzi (2022) suggested that the personal core values of the leader help in the development of ethical and meaningful purpose that is underpinned by the behavioural norms prevalent in the researcher's context and the researcher's organizational culture.

The researcher has conceptualized the personal core values with the tail of the cheetah, which the animal uses to stabilize itself during its sprints, counterbalance in turns and function as a rudder (Cheetah.org, 2023). The definition of these core

values, their deployment and impact from an ethical perspective is discussed in the next sub-sections.

6.5.1.Value 1: Authenticity

Definition: “The quality of being real or true” (Cambridge Dictionary, 2022).

Mustafa (2022a) defines the deployment of this core value as:

The researcher perceives that Authenticity is the very basis of all of his other four core values. Authenticity for him is about discovering/knowing his inner true self, building real relationships, openly communicating, and aligning his leadership actions to reflect his beliefs, ethics, morals, and core values without a façade or compromise, thereby engaging and leading in his truest form (p. 2).

Mustafa (2022c) stated, in reference to the implication of this core value to the selected leadership normative ethical, philosophical view:

From a utilitarian perspective, the researcher views Authenticity as the inner moral eye or sense to discriminate good from bad consistent based on the views of Anthony Cooper. (Gill, 2021). The other notion that needs consideration is one which contradicts Authenticity; the need for comparative secrecy of the morals and ethics as preached by Henry Sidgwick to ‘render the action right’ (Barton, 2021) (p. 13).

6.5.2.Value 2: Integrity

Definition: “The quality of being honest and having strong moral principles that you refuse to change (Cambridge Dictionary, 2022).”

Mustafa (2022a) defines the deployment of this core value as:

Truthfulness, honesty, safekeeping, high morality, good ethics, and professionalism in the leadership work that the researcher does are of utmost importance to him regardless of whether he is being observed or he has a chance of getting caught. Having integrity, practicing it, and demonstrating it both directly and indirectly, forms the basis of building his reciprocal trust in positive relationships, a key asset of his working towards being a successful leader (p. 2).

Mustafa (2022c) stated, in reference to the implication of this core value to the selected leadership normative ethical philosophical view, that “From a utilitarian perspective, the researcher views Integrity as the virtue that contributes to the overall good of the system and people, which is consistent with the views of David Hume (Morris & Brown, 2022).”

6.5.3.Value 3: Passion

Definition: “A very powerful feeling, for example of sexual attraction, love, hate, anger, or other emotion” (Cambridge Dictionary, 2022).

Mustafa (2022a) defines the deployment of this core value as:

The researcher believes he should be highly motivated intrinsically when building visions and pursuing ambitious causes linked to a meaningful purpose. This build-up of passion should not only be limited to himself but be contagious for his bosses, giving them optimism, his team giving them creativity, inspiration and courage, his peers/partners/collaborators giving them fervour to push together as a team collectively beyond their imaginary boundaries and supposed limits to achieve their dreams (p. 2).

Mustafa (2022c) stated, in reference to the implication of this core value to the selected leadership normative ethical, philosophical view, that “From the researcher’s utilitarian

perspective, Passion rests on human happiness in line with what John Gay and Richard Cumberland have presented” (Driver, 2022).

6.5.4.Value 4: Empowerment

Definition: “The process of gaining freedom and power to do what you want or to control what happens to you” (Cambridge Dictionary, 2022).

Mustafa (2022a) defines the deployment of this core value as:

Being a leader, the researcher believes Empowerment should be at the heart of everything he does. This builds the basis for shared vision, collaboration, creativity, innovation/disruption, self and organizational growth and a healthy culture. For him, in his context, this would also mean giving equal rights, powers and authority to different ages, genders, races, religions, ethnic and disability groups offsetting current socio-organizational imbalances prevalent in the Kingdom of Saudi Arabia (p. 3).

Mustafa (2022c) stated, in reference to the implication of this core value to the selected leadership normative ethical, philosophical view, that “Empowerment from a utilitarian perspective relates to what Francis Hutcheson states as action choice and deliberation (Driver, 2022).”

6.5.5.Value 5: Courage

Definition: “The ability to control your fear in a dangerous or difficult situation” (Cambridge Dictionary, 2022).

Mustafa (2022a) defines the deployment of this core value as:

In the face of VUCA, which is becoming a constant in the researcher's leadership paradigm, he should have the mettle to challenge the status quo, have a fight rather than flight response, have the prowess to build a promising future not only for himself but his organization and society in the face of gloominess, distress, and turbulence. It also allows him to be increasingly self-aware and project his true identity despite the hostility of the environment (p. 3).

Mustafa (2022c) stated, in reference to the implication of this core value to the selected leadership normative ethical philosophical view:

From a utilitarian perspective, Courage, similar to Empowerment, is about action choice and deliberation; however, it is also very much about bringing about social change and legal reforms similar to what Jeremy Bentham (Crimmins, 2021) and John Mill have stated (Brink, 2022) (p. 15).

6.6. Behavioural Guidance Sub-Process

*“To inspire true commitment, leaders must practice what they teach.
They must model the behaviour they expect of others.”*

– John Doerr

The behavioural guidance sub-process consists of two sub-processes that interact with each other: (1) Relational (2) Commercial. The researcher has conceptualized the behavioural guidance sub-processes with the front and hind limbs of the cheetah.

From the PCLP's perspective, the relational sub-process reflects how the leader sees the various possibilities of the leader-stakeholder interplay and relational possibilities that would detail the potential personal 'go-forward' behaviours for interaction (Fayed, 2022). From the PCLP's perspective, the commercial sub-process concerns how leaders guide their organizations towards achieving existential favourable commercial consequences whilst managing the interactions with the relational process guided by personal core values (Fayed, 2022).

6.6.1. Relational Guidance Sub-Process

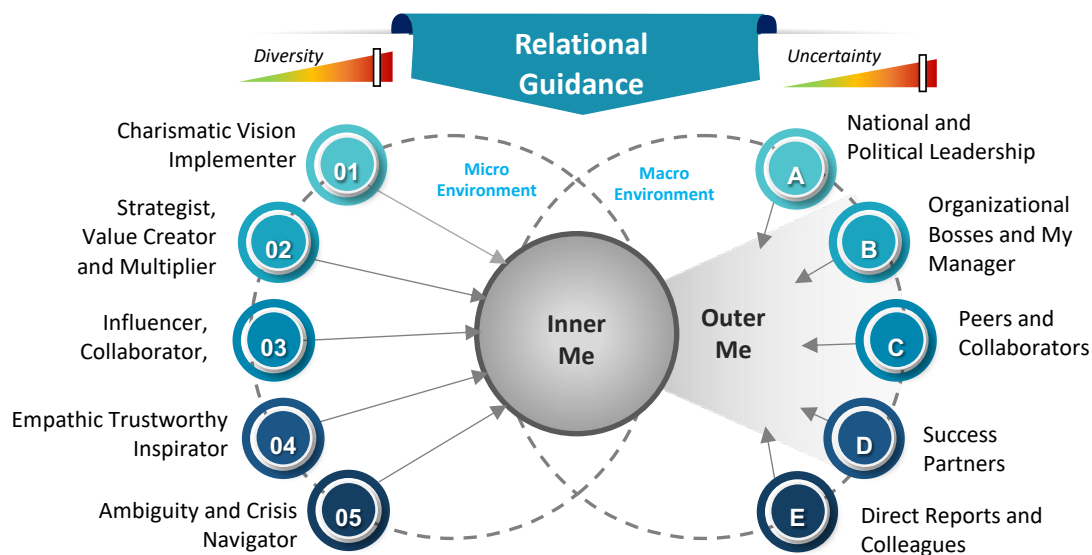
The researcher has visualized the relational behavioural guidance sub-processes with the elongated hind limbs of the Cheetah, which it uses to store energy, catapult it in sprints and facilitate its acceleration and deceleration (Cheetah.org, 2023). This assimilates the researcher's inventory of social and emotional competencies that he uses to align his projected behaviours and actions in accordance with the context and the expectations of the senior leadership and/or stakeholders.

Eacott (2019, p.16) stated that “Relational theorizing provides germinal resources for an epistemological breakthrough in how we come to understand organizations and

organizing.” Based on this, Branson & Marra (Branson & Marra, 2019) suggested that leadership is a trans-relational phenomenon based on social capital, where it steers followers, the organization, and the leader themselves to a particular direction by means of a relationship.

In light of this, the researcher, whilst articulating his PCLP, envisions his network through various roles, stakeholders, and versions of himself influenced by the context. The illustration below depicts the proposed behavioural guidance related to the relational sub-process of the PCLP.

Figure 58: Relational Guidance for the PCLP



The illustration indicates that the leadership paradigm for relational guidance, in terms of complexity, is overly complex and, in terms of uncertainty, will remain highly uncertain as the leadership is operating at the edge of chaos under V2030. From the illustration, each of the elements that interact autocatalytically are explained hereunder.

- a. **Microenvironment and the Developing Inner Self:** Numbers 1 through 5 in the figure above represent the various leadership roles the researcher has to play in his paradigm. These roles align with the contemporary leadership functions that Reser & Sarros (2000b) have discussed in relation to the practical utility of leadership.

- b. **Macroenvironment and the Projected Outer Self:** Letters A through E define the various stakeholders that the researcher has to interact with in his paradigm. These stakeholders together form an Administered Stakeholder Network (ASN), and as Marion & Uhl-Bien (2001) state, they emerge in a meta-meta-aggregate formation that works in unison to solve challenges and problems.

It is to be noted that as the PCLP focuses on the researcher as a subject, the focal point of the relational structure is the inner self that is nurturing the self-leadership aspect. Henceforth, this relational guidance framework will allow the researcher to build trust, synthesize harmony in the ecosystem, and use the ecosystem's collective intelligence to solve the adaptive challenges he faces in his leadership journey.

6.6.2. Commercial Guidance Sub-Process

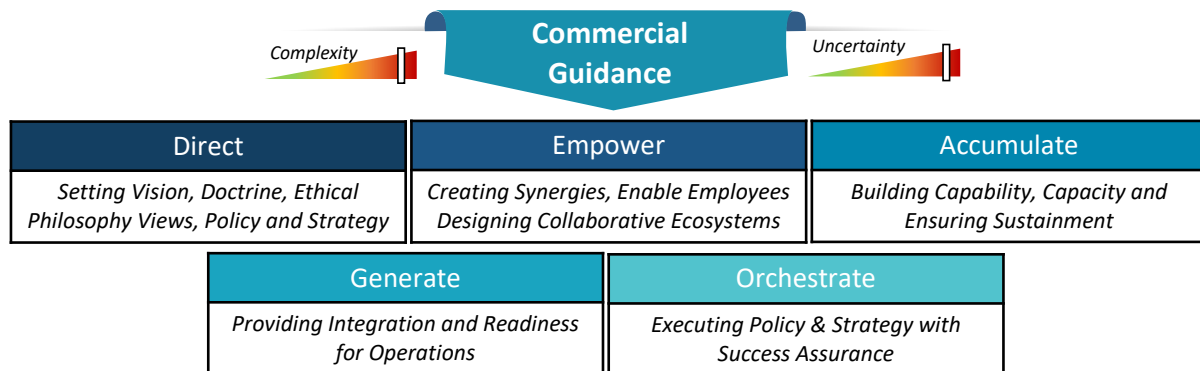
The researcher has visualized the commercial behavioural guidance sub-processes with the front limbs of the Cheetah, which it uses to manipulate, grasp, and handle objects with supinated claws that give flexibility for movement at great angles (Cheetah.org, 2023). This assimilates the researcher's need to navigate his context, work with V2030 strategy and organizational objectives, and use these behaviours and actions to achieve personal, organizational, and national outcomes.

Leaders who are presumed to be visionary tend to adopt strategic philosophies and tactical policies, in addition to personal behaviours and actions to communicate and realize their vision (Sashkin, 1988). Sashkin (1988), quoting Talcott Parson's (1937, 1951, 1960) classic sociological theory, also stated that an action system of leadership must deal with four functions, values, adaptation, goal attainment and integration at internal and external levels, with both, means and an end.

In light of this, the researcher, whilst articulating his PCLP, interpreting his organizational vision and transposing the national V2030, has defined his own theoretical vision-operationalization framework called 'DEAGO.'

The illustration below depicts the proposed commercial guidance related to the relational sub-process of the PCLP and the 'DEAGO' framework. It is to be noted that these commercial leadership behaviours are necessary for the researcher to enact in his organizational context for the strategic and tactical roles associated with his functional position.

Figure 59: Commercial Guidance for the PCLP



The illustration indicates that the leadership paradigm in terms of complexity for commercial guidance is overly complex and, in terms of uncertainty, will remain highly uncertain due to various macro and micro contextual factors in play. From the illustration, each of the elements of the 'DEAGO' framework is explained hereunder.

- a. **Direct:** This element is concerned with setting of the vision, determining the doctrine, selecting the normative ethical philosophy perspective, and finally establishing the policy and articulation of the strategy. Some leadership functions that fall under this element are ideating, communicating, decision-making, planning, and establishing performance feedback.
- b. **Empower:** This element is associated with the creation of synergies with partners and stakeholders, empowering employees, and designing inclusive, collaborative ecosystems that deliver value at the organizational and national levels. Some leadership functions under this element are delegating authority, skill development, giving autonomy, recognizing achievements, and trust building.
- c. **Accumulate:** This element encompasses the building of the right internal capabilities and capacities of the organization to allow for the execution of

strategic initiatives and the sustainment of operations when it is converted to BAU. Some leadership functions that fall under this element are knowledge management, talent and asset acquisition, resource allocation, networking, and evidence-based decision-making.

- d. **Generate:** This element involves activating all the organizational enablers and integrating the internal capabilities and capacities with the external ecosystem to give operational readiness. Some leadership functions that fall under this element are design thinking, innovating, problem-solving, entrepreneurship, adaptability, and organizational excellence.
- e. **Orchestrate:** This element is attributed to successfully executing the policies and implementing the strategy with optimal efficiency to achieve the desired personal and organizational objectives in addition to the personal and national outcomes. Some leadership functions that fall under this element are team collaboration, conflict resolution, performance management, strategic horizon management, and strategic alignment.

By applying this framework, the researcher envisions that he can cultivate a holistic approach to leadership execution that will contribute to the achievement of his personal outcome, the growth of his organization and the success of the nation.

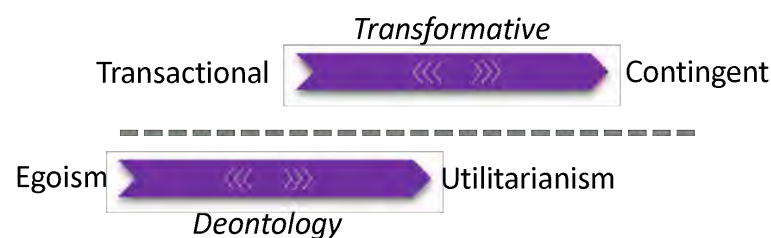
6.7. Leadership Style

“A leader is a dealer in hope.”

– Napoleon Bonaparte

As the researcher, builds his PCLP to fly forward, connecting with the soul of V2030, the choices that he makes in terms of the ethical perspective and the leadership approach are critical to his leadership’s effectiveness. The illustration below defines the overall leadership style selected by the researcher for his PCLP, given the various induced research findings and the deduced insights from the reviewed literature.

Figure 60: Selection of Leadership Style



The researcher conceptualizes the outputs and outcomes of the PCLP with the Cheetah’s head, whose adaptations allow it to have maximum binocular vision and hearing that has the highest volume amongst the big cats (Cheetah.org, 2023). The researcher assimilates this with the envisioning, sensing, analysing and acting functions of his leadership within the spectrum of his selected normative ethical approach and his leadership style.

6.7.1. Leadership Approach

After a study of over 100 organizations spanning a period of 50 years, Fayed (2022, p. 116) abduced the evolution of generic leadership approaches. The illustration

hereunder depicts the generic classification of the researcher's PCLP from these five generic approaches:

Figure 61: Hypothesized Evolution of Generic Leadership Approaches

	Productivity-driven Leadership	Demand-driven Leadership	Capability-driven Leadership	Diversification-driven Leadership	Aspirational driven-Leadership
Core values	Loyalty Order Tradition	Local values-driven	Leadership values-driven	Openness Authenticity Trust	Trust Commitment Service
Power framework	Hierarchical power	Focussed-power	Leadership power	Flexible power	Network power
Relational behaviour	Functionally orientated	Market orientated	Leadership driven	Opportunity driven	
Commercial behaviour	Scale seeking	Local needs driven	Shareholder driven	Financially controlling	Flexible capabilities
Infra-Structure	Policy support	Local support	Development support	Acquisition support	Network maintenance
Adaptative strategy	Trial and error modelling	Local learning driven	Leadership vision driven	Growth formula driven	Continuous competitive rejuvenation
Key vulnerability	Extrapolation Focus	Strategic Fragmented	Team Groupthink	Growth Formula	Loss of Trust
Researcher's Generic Approach					

Adapted From: (Fayed, 2022)

The leadership approach that emerges as a viable option for the researcher, in his PCLP is Contingent Leadership, allowing him to adjust his sails as he navigates the diverse and dynamic challenges that he faces as a leader in public sector organizations, as they continuously transform or evolve given the context of V2030 and the omnipresence of VUCA.

The context of the public sector today is characterized by (1) economic diversification towards non-oil revenue, (2) social and religious reforms and development, (3) rapid digitalization and uptake of emerging digital technologies, (4) move towards citizen

centricity, quality of life and sustainability, (5) innovative business and service model under local and international public-private partnerships, (6) overhauling of governance, policies, procedures and organizational structures, and (7) rapidly shifting political landscape, locally within KSA, within the GCC region and with KSA at the global stage.

The traditional transactional style of leadership bound by structured hierarchies and rigid governance remained no longer valid and leaders favoured a transition to a transformational approach to managing the dynamic nature of the changes taking place affecting the macro-, meso-, and micro-levels. The following issues emerged with the practice in the first five years of the transformation (2016-2021).

1. The challenges presented by V2030 are multi-dimensional and involve driving a multi-stakeholder system; in this aspect, focusing primarily on motivation as a tool for leadership, may not allow the progression towards leadership outputs and outcomes. There is no unitary approach that is poised to work for each situation given sector-specific challenges; therefore, the transformative approach lacks flexibility and adaptability, especially when working in VUCA environments.
2. As transformative leadership relies on inspirational and vision lead drivers, impulsive decision-making based on emotions, passion and perspectives, these decisions do not always align with sustainable outcomes for the organization. Similarly, the approach can create strategic dissonance, creating a divide between the leader's personal vision for the organization and the V2030 national objectives. This sometimes also undermines data and evidence-driven decision-making approaches as emotionally compelling approaches are prioritized.
3. Transformative leadership falls into the trap of the personification paradox as it is based on the leader's charisma, ethics, morals, and values. It seldom involves collaboration and equity in decision-making, which in the emerging organization culture impacts the circle of influence, perception of leadership, and meaningful engagement.
4. Although transformation is all about change, the inspirational approach lacks a structured change management approach that allows smoother transitions

given the nature, depth and breadth of the reforms taking place. This could potentially lead to imbalances between capability and capacity building and operational effectiveness and efficiencies.

5. Transformational leaders, more often than not, operate on the razor's edge, dedicating most of their leadership effort towards inspiring and motivating. This high-energy leadership with perpetually demanding challenges has an extremely high potential for burnout.
6. Leading under V2030 involves managing risks that are mostly unknown-unknowns, known-unknowns, and unknown-knowns due to fluctuations in economic and geopolitical dynamics. Even though these may pose as significant derailment factors, transformational leadership, driven by inspiration, tends to undervalue their impact and allows for little manoeuvrability in its approach. These risks may turn into issues which lead to setbacks and rollbacks, with resilience and inspiration taking a strike when adversity hits.
7. Fixed methodology that has led to the gaps identified by public sector leaders based on the quantitative and qualitative feedback provided as part of the research involving the functions of leadership: envisioning, sensing, analysing, deciding, acting, sustaining, learning, and communicating.

Henceforth, a leadership style is needed that can effectively manage change on a continuous basis, adapting to the evolving context and landscape, inspiring both followship motivation and shared vision budling, and promoting efficient public sector operation and governance. This leadership style should embody the foundational aspects of transactional and transformational leadership yet allow for adaptability/flexibility that overcomes the issues highlighted above.

The researcher, therefore, has arrived at a viewpoint that for his paradigm, there is no one-approach-fits-all concept for the leadership approach, with each leadership approach presenting its benefits, shortcomings and limitations of applicability given certain conditions, events, functions, or tasks. However, from the reviewed approaches, contingent leadership stood out as an effective choice based on its adaptability, versatility, situational responsiveness, collaborative approach, and focus on outcomes.

6.7.2. Normative Ethical Perspective

The normative ethical perspective to be deployed for the researcher's personal and business leadership applications, which he has selected as part of his PCLP, is the Utilitarianism perspective, allowing him to deliver the best value from his leadership to his organization, stakeholders, and the Saudi citizens.

1. V2030's primary objective is to achieve the maximum possible overall collective well-being of citizens and their quality of life in the KSA driven through economic diversification and fiscal sustainability of the Saudi economy. Utilitarianism, with its approach to selecting actions that create the greatest good, paramount happiness, heightened contentment and minimizing the pains, unhappiness, and disbenefits, helps the researcher align his decision-making through the PCLP with this objective.
2. V2030 integrates the KSA public sector into a complex multi-stakeholder ecosystem with citizens at its heart; the decision-making process, therefore, needs to be completely holistic for it to be effective and for the outcome to be realized. Utilitarianism provides the guidelines for the researcher to consider the impact on the economy, society and the environment from his decision-making and steer it towards a balance where the greatest good is achieved not only in the short term (quick wins or gains) but also in the longer term (sustainable outcomes or value creation).
3. Transparency is an element of the reforms that are being brought by V2030, along with greater accountability and social responsibility from a governance perspective. For public sector leaders, gaining the trust of the citizens and their elevated levels of satisfaction, in addition to the responsible use of public funds and resources and accountability to the monarchy, are key factors that sustain their leadership positions. Utilitarianism promotes ethical transparency as the researcher seeks the greater good in his actions and rallies support for his inclusive decisions so that not only are they easily understood and accepted on an equality basis by the citizens but are also justifiable to the senior leadership.
4. For some normal ethical perspectives, it becomes quite difficult to measure the impact of decisions on ethical grounds and henceforth their justification, for example, where the decision is guided by "What does my moral philosophy

suggest I do?” For other normal ethical perspectives, sharing measurements and justifying actions becomes immoral in the eyes of the citizens and the monarchy, for example, where the decision is guided by “What is in it for me?” Utilitarianism allows for a framework with cost-benefit analysis combined with options analysis that may be conducted and shared with the public. When starting a task, initiative, or program, clear KPTs can be set, and upon completion of the outcome, benefit realization and value creation may be captured as part of the lagging end outcome KPIs.

5. This underscores the importance of communication in raising awareness, generating interest in their stake, and securing both public and corporate buy-in, which is an essential element of the V2030 transformation. By using Utilitarianism as an ethical perspective, decisions that need to be made or have been made by the researcher stand to resonate well across the broader public population. For the country, this also helps in building international collaborations, seeking support from global organizations, and improving the global image of KSA.
6. To an extent, the Utilitarianism approach mitigates the conflict of interest between stakeholders, the organization, and the leaders themselves. This allows the researcher to prioritize decisions that will yield the best possible outcomes for all involved with the available resources in the given context. Also, it provides a justifiable rationale to be presented to the stakeholders who are faced with absorbing the negative effects of the trade-offs that they are being committed to.
7. Also, to an extent, Utilitarianism provides the researcher with ample flexibility that is required in a rapidly evolving context, which, for example, Deontology might fail to provide based on its agreed set of rules, lack of prioritization guidelines for decisions and rigidity in its application. Furthermore, it also affords a practical implementation approach sensitive to local Saudi cultural, traditional, and religious variables, which may be treated as generalized or constants if universalism is adopted.

Like every other approach, the researcher is aware of the shortcomings that Universalism may present in the deployment of the PCLP, which have been documented in Chapter 3. However, his choice was based on the fact that both

Relativism and Egoism focused on individual and cultural contexts, Deontology focused on ethical principles, and Universalism centred on global moral codes. This highlighted Utilitarianism, which can be considered not only ethically neutral but also fixated on the overall societal and national well-being.

6.8. Outputs and Outcomes

*“Effective leadership is not about making speeches or being liked;
leadership is defined by results not attributes.”*

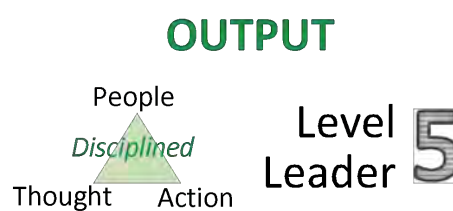
– Peter Drucker

The sections below define the proposed outputs and the potential outcomes that the researcher wishes to achieve as a result of applying this PCLP.

The researcher conceptualizes the outputs and outcomes of the PCLP with the Cheetah’s lightweight and aerodynamic body with a flexible spine that not only gives it adaptability but also the agility it needs to complete its hunts (Cheetah.org, 2023). This assimilates the researcher’s congruence with his outer self (identity, personality, and approach) and his inner self (soul, mind, heart, and body) to achieve the targeted outputs/outcomes as a result of diligently and consistently applying his PCLP.

6.8.1. Output

Figure 62: Proposed Outputs



The illustration above defines the output of the PCLP as becoming a “Level 5” Leader who has achieved a disciplined balance between his thoughts, people, and actions. This should be a direct result of consistently deploying the PCLP in varying VUCA contexts, measuring success, learning from shortcomings, refining the PCLP, adapting to the new context and continuously growing/maturing as a leader.

Collins (2001), in his book, *Good to Great: Why Some Companies Make the Leap... and Others Do not*, first introduced this term and according to him, achieving Level 5 in leadership places the leader at the apex level of leadership effectiveness in his prescribed hierarchy of leadership capabilities. The figure hereunder illustrates Collin's levels of leadership.

Figure 63: Level of Leadership Effectiveness

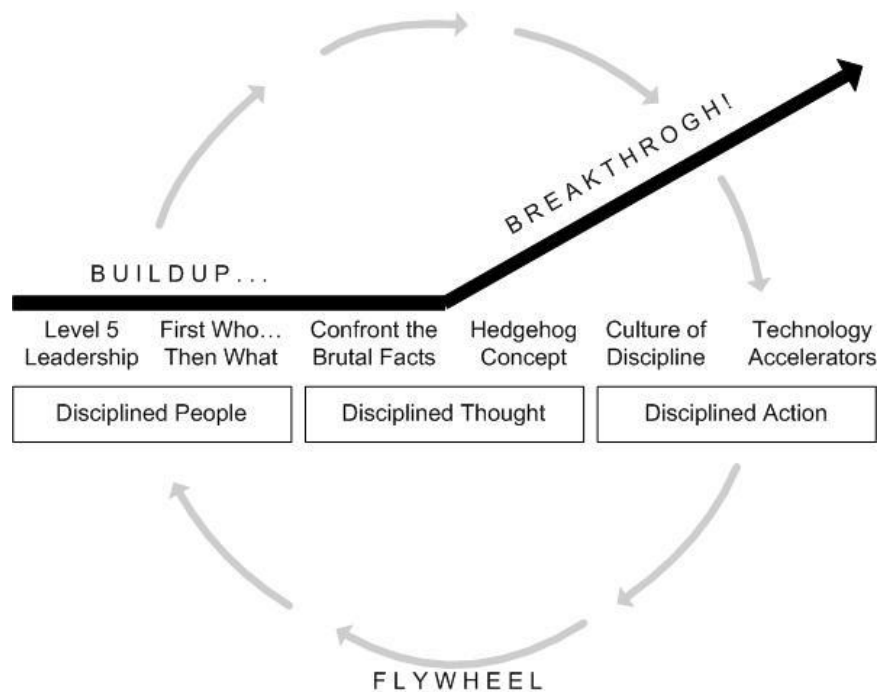


Adapted From (Collins, 2001)

Collins (2001) also stated that by using a combination of inherent traits, intended behaviours, and developed skills, leaders who achieved Level 5 were the common factor that allowed good companies to become great. This was deduced by Collins after conducting qualitative and quantitative analysis of 1,435 Fortune 500 companies over a period of five years. In terms of leadership characteristics, Collins (2001) saw Level 5 leaders display personal humility, are quiet and modest, have a resilient will, take full accountability and responsibility, carry ambition for their organization, focus on the success of the team and can have a long-term perspective., with discipline being the glue that holds everything together.

In this viewpoint, the researcher takes output as an intermediary stage accomplishment, which is achieved as a result of applying the PCLP, deemed a by-product of his work. He also takes discipline not as achieving perfection but as a continuous evolutionary measure to consistently and constantly applying this approach to thought leadership and people leadership, leadership actions and ensuring the leadership 'flywheel' does not lose momentum. He also does not take greatness as his own greatness but as to what outcomes will make him feel compelled to industriously devote himself towards creating greatness.

Figure 64: Achieving Leadership Breakthrough



Source: (Collins, 2001)

Why be a Level 5 leader, one might ask the researcher? Quite simply, as illustrated in the figure above, to give him the fuel needed to launch his leadership breakthrough to achieve the leadership outcome. From a 'People' perspective, it gives the researcher increased engagement, enhanced loyalty and greater talent retention and attraction for his followship. From an 'Action' perspective, effective decision making, higher performance, resilience, positive reputation, and sustained success for his organization. From a 'Thought' perspective, self-awareness, influence beyond his leadership role, personal fulfilment, and legacy building for himself and the nation. All

these become quintessential to the intermediate work the researcher has to do to achieve the outcome outlined in the next section.

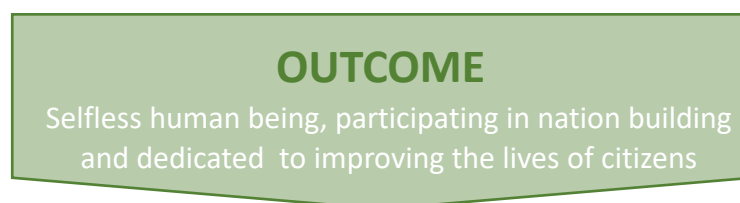
6.8.2. Outcomes

Pablo Picasso once stated that “It is the work in life that is the ultimate seduction.” To develop a ‘seductive’ outcome, the researcher explored his deeper inner purpose, one that would align with the V2030 objectives and become the crux of his leadership’s actualization efforts for life. Gulati (2022), in his book, *Deep Purpose: The Heart and Soul of High-Performance Companies*, stated that deep purpose leaders think of the purpose as:

An existential statement that expresses the firm’s very reason for being. Rather than simply pursuing a purpose, these leaders project it faithfully on the world. In their hands, purpose serves as an organizing principle that shapes decision-making and binds stakeholders to one another (p. 1).

Ulrich et al., (1999) also indicated that the outcomes that the leader wishes to achieve must be balanced between people-centricity and process compliance, between external and internal perspectives and between satisfying investors, stakeholders, customers, organization, and employees.

Figure 65: Potential Outcomes



The illustration above henceforth defines the resultant conclusion of this exercise, where the outcome of the PCLP is defined by the researcher as “becoming a selfless human being who participates in nation-building and is dedicated to improving the lives of the citizens.” This can be considered as the true ‘North Star’ of the PCLP.

Outcomes generally can be classified as immediate, intermediate, or ultimate. Decomposing the above statement reveals that an immediate outcome is a 'selfless human being,' the intermediate outcome (a benefit) is 'participate in nation building' and the ultimate outcome (the value) is 'improve the lives of citizens.'

This outcome is also at the center of the intersection of three circles of what Collins (2001) calls the 'Hedgehog Concept': (1) What can the researcher be the best in the world at? or alternatively, What the researcher cannot be the best at?, (2) What drives the leadership engine of the researcher?, and (3) What is the researcher deeply passionate about? This affords the researcher focus, clarity and alignment with his personal purpose, the organizational strategy, and the national V2030.

Focusing on the difference that the researcher makes for the people, the contribution he makes to his organization and the impact that he creates for the nation ultimately leads to his fulfilment and contentment as he moves towards accomplishing his 'Why.' It is to be noted that although this lies at the center of the PCLP framework, it does not reflect an ending point; in fact, the researcher sees it as his starting point for the PCLP.

6.9. Feedback and Feed Forward Loops

“Feedback is the breakfast of champions.”

– Ken Blanchard

6.9.1. Intra-process Feedback Loops

The researcher has developed and integrated four intra-process feedback loops as part of his PCLP. These loops are illustrated as grey boxes in Figure 45: Researcher's PCLP V3.1.

These loops can be termed as negative feedback or closed loops whose purpose is to stabilize each individual element of the PCLP using the output of measurements to develop and enact measures to counteract any deviations that may be present. Each of the loop feedback mechanisms is discussed hereunder.

- a. **Core Values:** The researcher intends to use both Reflective Journal and Personal Values Audit (PVA) assessment as tools for the periodic evaluation of the alignment of his actions and behaviours to his prioritized personal core values.
- b. **Relational Guidance Sub-process:** The researcher intends to use the Emotional and Social Competency Inventory (ESCI) assessment as the primary evaluation tool for his relational behaviours. Longitudinal personal SWOT and PESTEL analysis will provide inputs to the researcher for the contextual factors of his paradigm, whereas the Gap Analysis will provide inputs on the gaps in his leadership development needs.
- c. **Commercial Guidance Sub-process:** The researcher intends to review the national, organizational, and personal aspects of what value his leadership is delivering. Benefit/Value measurement and feedback at macro- and meso-levels are proposed by the researcher to be conducted via a combination of Economic Value Added (EVA), Social Return on Investment (SROI) and Value Chain Analysis (VCA). These assessments will allow the researcher to assess the

economic and social impact the organization is creating for KSA and its citizens. At the micro-level, Strategic Performance Management Reviews (SPMR) and at the sub-micro level, Employee Appraisal (EA) are proposed as tools for measurement and feedback. The SPMR will guide the researcher regarding the strategic objective achievement (or non-achievement) of the organization, and the EA will guide the researcher on his own performance in relation to his leadership function within the organization.

- d. **Output:** The researcher intends to use the Authentic Leadership Questionnaire (ALQ) assessment tool in combination with the Multi-factor Leadership Questionnaire (MLQ) assessment tool to periodically get feedback for his leadership development and growth.

6.9.2. Inter-process Feedback Loops

The researcher has also developed and integrated four inter-process feedback loops as part of his PCLP. These loops are illustrated as green boxes on borderlines of the PCLP elements in Figure 45: Researcher's PCLP V3.1.

These loops can be termed as positive feedback loops, whose purpose is to catalyse the interaction of the PCLP elements, reinforce the changes that are being brought about in the approach, and to amplify the output from each of the related PCLP elements. Each of the loop feedback mechanisms is discussed hereunder.

- a. **Core Values and Relational Guidance Sub-process:** The researcher intends to use Stakeholder Feedback and Psychometric Analysis (Clifton Strengths) as tools to acquire feedback between the interactions of the personal core values and the relational guidance sub-process.
- b. **Relational Guidance Sub-process and Commercial Guidance Sub-process:** The researcher intends to use Force Field Analysis and Organizational Culture Inventory (OCI) as tools to acquire feedback between the interactions of the relational and commercial guidance sub-processes. The researcher expects that

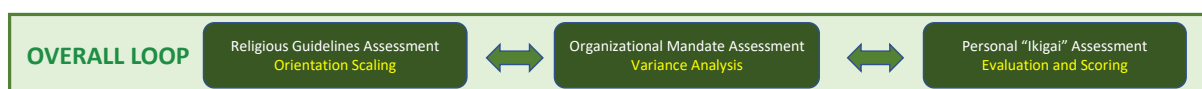
his organization will deploy the OCI tool by Human Synergistics, from which he will then collect the relevant feedback data.

- c. **Commercial Guidance Sub-process and Output:** The researcher intends to use Organizational Health Index (OHI) and Political Leadership Feedback as tools to acquire feedback between the interactions of the commercial guidance sub-process and the defined output of the researcher. The researcher expects that his organization will deploy the OHI tool by McKisney, from which he will collect the relevant data.
- d. **Output and Outcomes:** Finally, the researcher intends to use a personal Balanced Scorecard (BSC) as a tool to acquire feedback between the interactions of the output and how it is helping to achieve the outcome across the four perspectives: (1) Personal Capacity, (2) Leadership Development, (3) Financial Security, (4) Citizen Satisfaction

6.9.3. Overall Loop

The figure below illustrates the overall adaptive control loop (allowing adjustment of the three selected parameters based on the PCLP environment) designed by the researcher for pulse checking the health of his overall PCLP.

Figure 66: Overall Feedback Loop



This is a feed-forward loop, which is an aggregate of three elements: Religious Guideline Assessment, Organizational Mandate Assessment, and Personal Ikigai Assessment. Each one of these elements is discussed with relevance to its dimension, hereunder in detail.

Religious: Dent et al., (2005) conducted social research, which concluded that a person's religiosity and spirituality have interlinkages with the workplace productivity of the individual and influence leadership behaviours, traits, and characteristics. The

researcher is a Muslim, and like any other religion, his religion, Islam, also teaches certain values, ethics, morals, and principles and encourages 'good' societal behaviours. As a practicing Muslim, the researcher plans to incorporate these guidelines with his leadership approach. From a tool perspective, the researcher wishes to explore Allport-Ross's Religious Orientation Scale (ROS), an established psychological tool, to measure the variance in his intrinsic and extrinsic religious orientations and teachings/beliefs versus practice/actions.

Organizational: In public sector organizations, the policy mandates and/or statutes of the organization are legally binding and form the basis on which their performance in terms of objective achievement, benefit realization and value creation is measured (Wirick, 2011). The mandate and statute achievement of the public sector is reported to CEDA. From a tool perspective, the researcher plans to use the Aadaa public sector performance dashboard for variance analysis of committed performance levels of the KPT vs actual performance levels of the KPI. In addition, as another measure, the researcher also plans to analyze the variances in beneficiary satisfaction rates and their respective feedback for the public services rendered by his organization to the Saudi citizens, as reported by Aadaa.

Personal: To gain inspiration, maintain motivation and achieve a greater sense of fulfilment and contentment, the Japanese "Ikigai" concept has a profound impact on the personal dimension of leadership. Comprised of four areas; (1) what you love or Passion, (2) what you are good at or Vocation, (3) what the world needs or Mission, and (4) what can you be paid for or Profession, when overlapped, result in "a reason for being" and the "meaning of life", providing a measure for positive leadership outcomes (Garcia & Miralles, 2017). From a tool perspective, the researcher plans to use a Dispositional Flow Scale-2 (DFS-2), a widely recognized psychological tool, to measure the flow and scale of his Ikigai.

In the PCLP, acting as a CAS, the researcher has opted to use this feed-forward loop as it would anticipate and compensate for, and if not then at least mitigate, any negative contextual influences and disturbances before they disrupt the PCLP or any of its elements, affording robustness and adaptability whilst permitting intentional evolution.

6.10. Future Implications

"The future depends on what we do in the present."

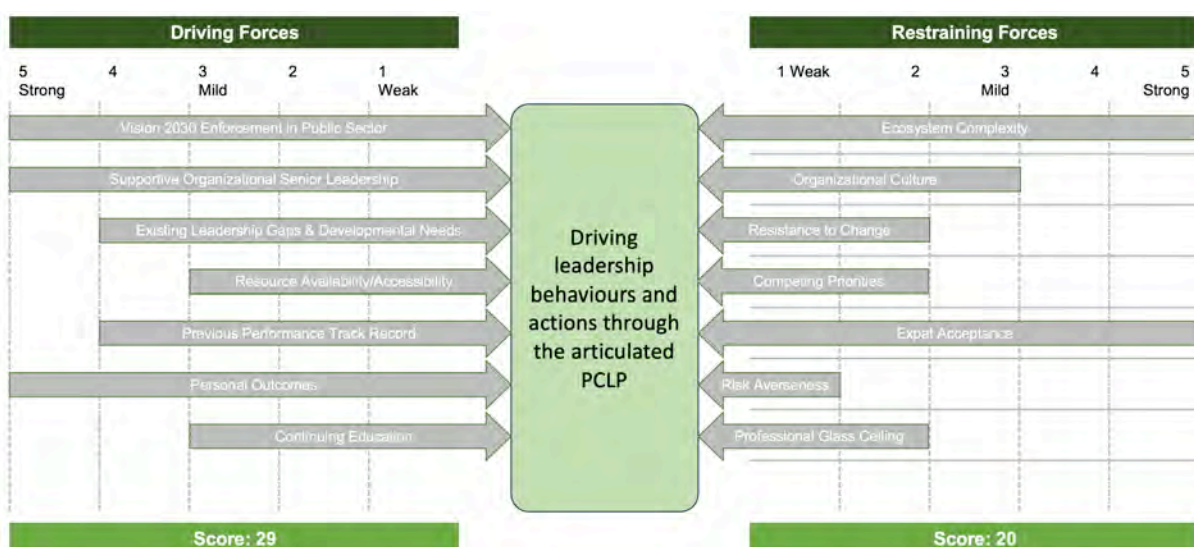
– Mahatma Gandhi

Fayed (2022) indicates that, as a leader evaluates the aptness of a proposed leadership strategy, it is important to forecast how the evolution of the context will take place and how pragmatic and realizable the strategy would be, in a number of perceived future scenarios.

6.10.1. Trend Analysis

As a technique of trend analysis, force field analysis devised by Lewin (1951) may be used as a venerable tool for analysing the dynamics of public sector organizations in the KSA and the planning of the PCLP's deployment in future contexts (Schwering, 2003; Thomas, 1985). The diagram below illustrates the researcher's force field.

Figure 67: Force Field Analysis



Based on analysis of seven factors that have both driving and restraining forces, it is evident that based on current contextual settings and those in the foreseeable medium term (~ three years), the driving forces outweigh the restraining forces by 36.7%

Application of this framework has helped the researcher in understanding the interplay of the driving and restraining forces that influence the successful application of his PCLP in the context of KSA's V2030 and his current organizational mandate. The outputs of this exercise will allow the research to constitute evolutionary directions and strategies for his PCLP, where he strengthens the driving forces and mitigates the impact of the restraining forces.

6.10.2. Scenario Analysis

Although conducting a scenario analysis does not provide a guaranteed future, especially when the researcher's context under V2030 is characterized as 'turbulent', it does provide an insight into how his future might unfold to drive the 'adaptive' element of his PCLP development. The table below depicts four scenarios for the researcher's leadership paradigm, where each of these scenarios has an implication on leadership development, practice and the adaptation or evolution of the PCLP.

Table 24 – PCLP Scenario Analysis

	Organization Side Worst Outcome	Organization Side Best Outcome
Leadership Side Worst Outcome	Scenario A 'Derailer'	Scenario B 'Evolve'
Leadership Side Best Outcome	Scenario C 'Solace'	Scenario D 'Champion'

Scenario A 'Derailer': This scenario paints a grim, pessimistic future, where not only his PCLP fails due to contextual factors, behavioural demeanours, or leadership inactions but also the organization succumbs to challenges hindering its ability to achieves its strategic goals and V20303 objectives. This would take the researcher's leadership landscape into a crisis mode, and this trajectory may lead to his removal

from his current role or the inability to continue his career in KSA's public sector organizations. This scenario highlights the importance of adaptive leadership, contingent approach, and the need for resilience in the proposed PCLP framework.

Scenario B 'Evolve': In this particular scenario, the researcher envisions that his current organization's goals and the V2030 objectives are mostly attained; however, the researcher's PCLP has failed the researcher in conforming to his ethical and value-based position or realizing his leadership potential, growth, development, and personal output/outcome achievement. This would serve as an infliction point from where recovery of leadership side outcome may be possible by modification of the PCLP. This scenario highlights the importance of the synchronization of the PCLP and its underpinned leadership development with organizational/national outcomes and the need for having a deeper understanding of the evolving context's influence on the researcher's leadership paradigm whilst developing the PCLP.

Scenario C 'Solace': For this scenario, the researcher anticipates that although his PCLP has allowed him to achieve his personal potential, growth and development objectives and somewhat personal output/outcomes, his organization has faced challenges and setbacks where it has been unable to achieve its own internal strategic goals or V2030 objectives. This would also be a pivotal point where recovery of organization side outcome may be possible by adjusting the PCLP. This scenario highlights the implication of inspiring collective action towards a shared vision and designing the right commercial and relational guidance sub-processes that allow navigating adversity.

Scenario D 'Champion': In this future, the researcher foresees that his current organization's goals and the V2030 objectives are achieved and that his personal leadership thrives in success, amplifying his output and outcomes. This would represent an ideal and targeted scenario where organizational success is paired with PCLP's success. This scenario confirms the impact of an effective leadership approach on the realization of ambitious V2030 objectives and positive organizational outcomes.

The following table presents the expanded scenario set for the above four future scenarios where the researcher's PCLP will come into play.

Table 25 – Expanded Scenario Set

	Scenario A 'Derailer'	Scenario B 'Evolve'	Scenario C 'Solace'	Scenario D 'Champion'
Organizational Factor				
Economic Horizon	Crises	Favourable	Crises	Favourable
Governance Structure	Rigid	Dynamic	Rigid	Dynamic
Fiscal Outlook	Restricted	Positive	Restricted	Positive
Resource Availability	Limited	Abundant	Limited	Abundant
Strategic Enablers	Dormant	Operational	Dormant	Operational
Organizational Culture	Inutile	Integrative	Inutile	Integrative
Stakeholder Ecosystem	Diverged	Concentred	Diverged	Concentred
Senior Leadership	Volatile	Stable	Volatile	Stable
Strategic Outcomes	Failed	Achieved	Failed	Achieved
V2030 Objectives	Yielded	Attained	Yielded	Attained
Personal Factor				
Leadership Growth	Stagnant	Stagnant	Positive	Positive
Extrinsic Motivation	Lacking	Lacking	Elevated	Elevated
Intrinsic Motivation	Lacking	Lacking	Elevated	Elevated
Output Achievement	Failed	Failed	Achieved	Achieved
Outcome Attainment	Yielded	Yielded	Attained	Attained
Ethics and Value	Neglected	Neglected	Aligned	Aligned
Personal Wellbeing	Distressed	Distressed	Content	Content
Personal Prosperity	Diminished	Diminished	Uplifted	Uplifted

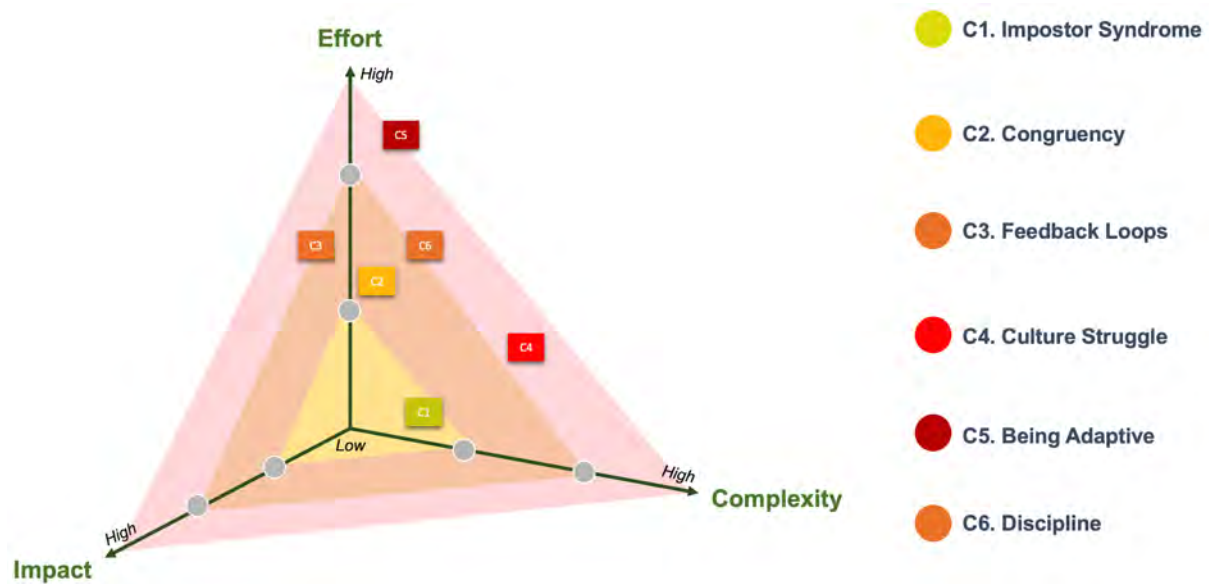
The researcher intends to monitor the above critical factors during the implementation of his PCLP to allow for evolutionary changes to precede the contextual changes, mitigating negative consequences and assuring both his leadership success and effectiveness.

6.10.3. Implementation Challenges

The researcher has identified six challenges he expects to face once he begins implementing his PCLP.

These challenges are defined in the illustration below.

Figure 68: Challenge Landscape



The table below provides the data from which the above graph was generated.

Table 26 – Data Table for Challenge Graph

Challenge	Impact	Complexity	Effort	Score
C1	Medium	Medium	Low	1.7
C2	High	Medium	Medium	2.3
C3	High	Low	Medium	2.0
C4	High	High	Medium	2.7
C5	High	High	High	3.0
C5	Medium	Medium	Medium	2.0

Each of these challenges is discussed hereunder.

Challenge 1 (C1) Overcoming Impostor Syndrome: Although the researcher has demonstrated evidence of continuous learning, achieving departmental objectives, attaining organizational outcomes, and creating value for society, he reports having a persistent fear of being incapable or a pretender and, in certain cases, casts self-doubt on his leadership inadequacy. This can be considered as a ‘fuzzy’ challenge.

Challenge 2 (C2) Remaining congruent with the organization: Preserving congruence between the researcher's PCLP and his organization's governance, policies, processes, and culture despite his PCLP possibly suggesting a different approach highlights a delicate challenge. De-prioritizing personal core values if they conflict with his organizations cultural norms or, deviating from his relational and/or commercial guidance if it goes beyond the boundaries of established policies and governance structures or compromising on actions to achieve his outcome but clashes with the organization's approach are all areas that need to be treaded upon carefully. This can be considered as a 'crystalized' challenge.

Challenge 3 (C3) Establishing and activating feedback loops: This challenge involves the establishment and effective operationalization of intra-process, inter-process and overall feedback loops and utilizing a wide selection of tools and techniques to gather feedback to generate leadership insights for the researcher to convert to actionable approaches and behaviours. The challenge will be to establish these diverse channels (quite a few requiring external inputs and third-party tools) for the pulse checks and then aggregate the data from these channels to build integrated insights, forming an internal voice of action. This can be considered as a 'crystalized' challenge.

Challenge 4 (C4) Managing the culture struggle: Although the researcher is well versed and embedded within the culture of the country and organization, remaining valid and relevant is a continuous endeavour. Firstly, the government in KSA prefers positioning only Saudi leaders in key leadership roles to increase self-reliance, drive down unemployment, and upskill existing talent. As an expat leader, the researcher faces not only certain administrative barriers but also scepticism and, in many cases, resistance from senior leadership, peers, subordinates, and other external public sector stakeholders. Secondly, the dynamics between civilian and military mindsets, culture, and leadership approaches are starkly divergent. Consolidating these approaches can create further relational tensions and organizational dissonance if not done prudently. This can be considered as a 'fuzzy' challenge.

Challenge 5 (C5) Achieving the best fit with moving targets: The PCLP should be an enabler rather than a restrictor, and with the rapidly evolving context under V2030,

designing it in a way to be both agile and adaptive to address leadership needs in navigating uncertain futures is vital. Adapting to ceaseless transformation, transitions, and strategic changes, or even incessant evolution, leads to adaptive fatigue and may cause complete derailment of leadership actions and behaviours. Furthermore, the need to maintain continuous learning with steep learning curves, a growth mindset for grasping dissonant domains and developing transferrable skills/knowledge ad continuum due to transitions to dissimilar roles within the public sector has an impact on the researcher's psychological safety and mental wellbeing. This can be considered as a 'positioned' challenge.

Challenge 6 (C6) Building discipline: This is a two-part challenge; one is related to establishing an overall work-life balance and prioritizing leadership development and growth despite competing work priorities, whereas the second part is related to maintaining discipline and staying true to the prioritized personal core values and the derivative behavioural guidance despite an ethical dilemma or situational conflict. Both of these could be the results of directives issued by the senior leadership, internal organizational exigency, or external stakeholder pressures. This can be considered as a 'crystalized' challenge.

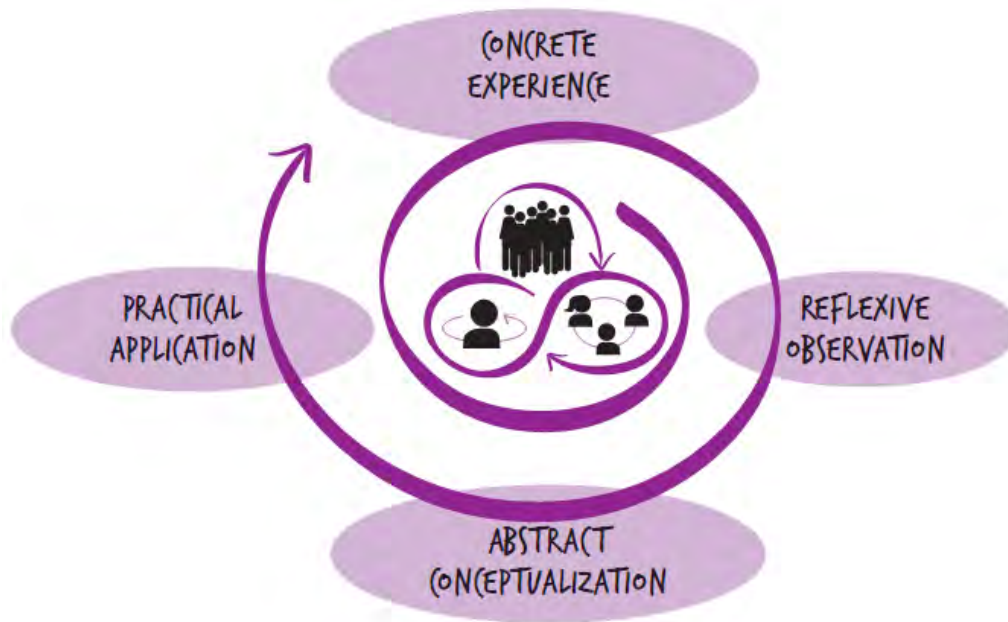
6.10.4. Addressing the Challenges and Contextual Evolution

i. Continuous Learning & Sustainable Growth

The Experiential Learning Theory proposed by Kolb (1984) with a four-stage learning cycle consisting of concrete experience, followed by reflective observation, abstract conceptualisation, and finally, active experimentation, is quite influential when it comes to learning in adults and, as noted by the researcher in Table 12 – Evolution of Context within MoD, is also representative of the model currently in use under V2030.

Cyclical repetition of Kolb's model in a spiral, places the researcher directly in the leadership experience and with each cycle, his leadership capability grows as he learns from applied theories (in this case, the PCLP), adapts better to his context and evolves to a better version of self. This is illustrated in the figure on the next page.

Figure 69: Experiential Learning Spiral



Source: (Prosci, n.d.-b)

Each of these steps is discussed hereunder.

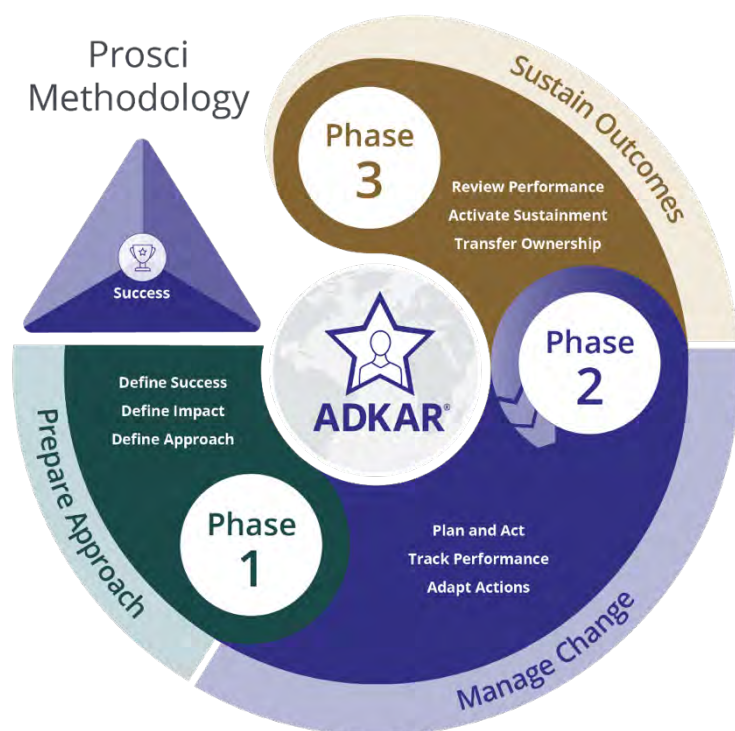
1. **Concrete Experience:** Playing out his leadership role in a paradigm driven by his unique context, the application of the PCLP and the researcher's functional involvement allows him to gather immersive firsthand insights on what worked and what did not.
2. **Reflective Observation:** After the leadership episode concludes, reflective introspection around context, ethics, values, behaviour, and action allows the researcher to gain a deeper understanding around the implications of his PCLP's application.
3. **Abstract Conceptualization:** The researcher then proposes to transpose these reflective observations into broader applications and adaptations of his PCLP, improving on his best-suited leadership practice and approach. The approach starts with the decomposition of the problem or issue faced, design-thinking of the solution and articulation of a scenario-based approach.
4. **Practical Application:** This consists of active experimentation, where the researcher puts the insights, knowledge, updated theories, and frameworks back into action, adapting his leadership styles to the evolving context.

By embracing this approach, the researcher aims to build a sustainable leadership growth cycle that allows him to achieve lasting success and the realization of his outcomes.

ii. Change Management

Implementing the PCLP and transitioning to the novel approach by the researcher constitutes an aspect of change management. Prosci (n.d.-a) proposed a five-stage change management model, Awareness, Desire, Knowledge, Ability and Reinforcement (ADKAR), focused on outcomes. This model is illustrated hereunder.

Figure 70: PROSCI



Source: (Prosci, n.d.-b)

Each of the steps of the ADKAR model and its applicability to PCLP deployment is discussed on the next page.

1. **Awareness:** This stage allows the researcher to elevate his self-awareness and the awareness of his context through experiential learning and feedback loops.
2. **Desire:** This stage requires the researcher to understand the gaps in his leadership needs and what the impact would be should he decide not to implement the PCLP or a formalized leadership approach. In this stage, inspiration is taken from HRH Prince Mohammad bin Salman, and based on the defined outputs and outcomes, intrinsic motivation is created, giving the researcher the drive to forge ahead despite adversities and challenges.
3. **Knowledge:** In this stage, the researcher reviews the strategic organizational outcomes, V2030 objectives, personal outputs, and outcomes, analyses the contextual factors, reviews the technical knowledge, and then selects the appropriate leadership approach by applying his PCLP.
4. **Ability:** The researcher displays the required relational and commercial behavioural guidance by applying the appropriate contingent leadership approach to achieve the desired outcome.
5. **Reinforcement:** The researcher, by continuous learning and evolution, fed by insights from intra-process, inter-process, and overall feedback loops, sustains changes in his leadership approach, does positive reinforcement and finally, celebrates his success.

6.11. Summary

This chapter provides an explication of the development process and rationale behind the researcher's PCLP.

The evolution of PCLP is discussed over the last ten years with regard to the researcher's career, organization, and sector. Personality and identity shaping inputs for the researcher A discussion of the researcher's choice of authenticity, courage, empowerment, passion, and integrity as his five prioritized personal core values are made. These values then remain the mainstays of all the other elements.

The schemas and mechanics of the relational and commercial behavioural guidance sub-process are then elaborated upon. Leadership style selection is made and discussed, which constitutes a leadership approach anchored on the contingency theory and a normative ethical perspective anchored on utilitarianism. The eventual outputs that the researcher aims to obtain and the outcome that he wishes to achieve are also defined.

The PCLP framework's final, binding element of feedback loops is then discussed. These loops are designed in a tiered structure, starting with the intra-process loop, then the inter-process loop and finally the compendious overall loop. Finally, the future implications of deploying the PCLP and continuing to work towards the achievement of the outcome are discussed.

In light of the research that has been conducted as part of this critique and the learning from designing a personal leadership framework, the PCLP, the researcher takes the next step towards conceptualizing a framework to help other emerging leaders navigate their contextual challenges. This will be the focus of the next chapter.

Chapter 7

7. LVB Framework

7.1. Introduction

As emerging leaders in KSA are empowered to lead key V2030 VRPs and initiatives, the gap in their leadership experience becomes vulnerable, exposing them and their organizations to the risk of derailment. Faced with a steep learning curve, education, coaching/mentoring, and exposure alone do not suffice; the question arises: how can the knowledgebase of leadership derived from longitudinal experience be substituted and accelerated to support the WoW today?

By initiating the creation of this framework, the researcher hopes that these promising emerging leaders are able to utilize the LVB to lead with instilled confidence, charting the course for a prosperous future for KSA.

Consisting of pivotal and integral functions, the LVB framework, outlined in this chapter, presents not just theoretical concepts mashed up in yet another leadership model, but it provides actionable steps that provide practical guidance to bridge the gap between the vision that these leaders carry, their purpose of existence/employment and the tangible impact that they are expected to create.

7.2. Conceptual LVB Framework

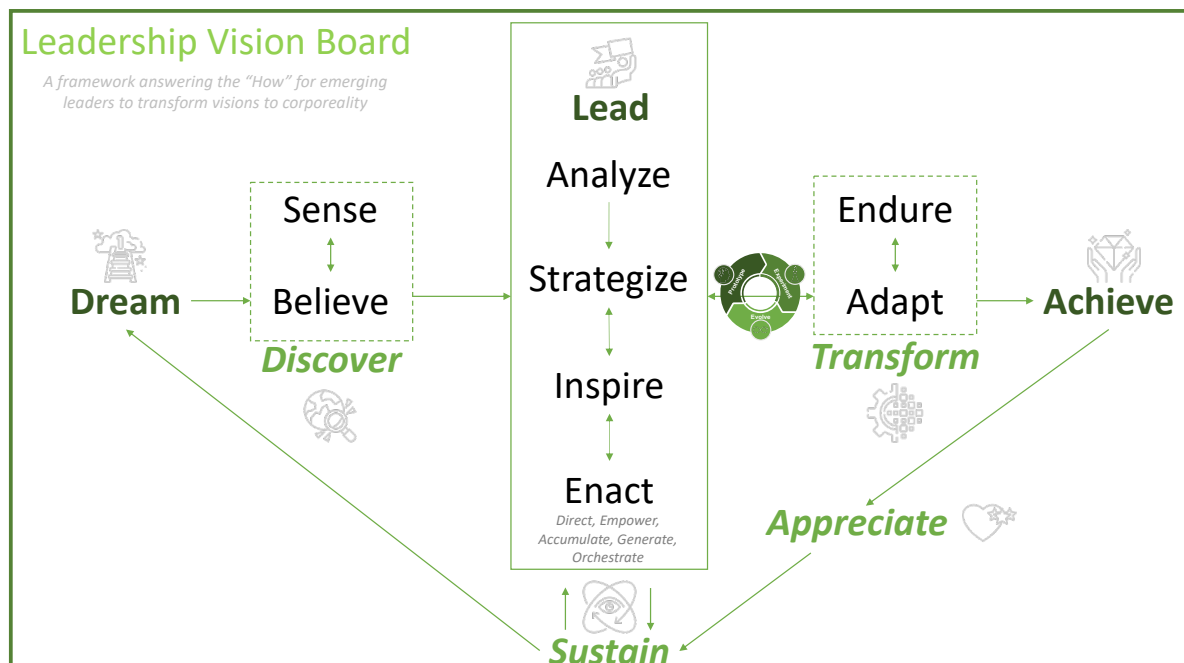
*“Before you are a leader, success is all about growing yourself.
When you become a leader, success is all about growing others.”*

– Jack Welch

The LVB is a proposed leadership framework, in its conceptual stage, for emerging leaders in the public sector space of KSA operating under the transformative charters of the V2030 and its VRPs, to gain “Critical Mass” and maximize their “Return on Leadership.” As these leaders acquire “Ecosystem Capital” through the delivery of a breakthrough visionary program and acquire work experience, over time, it is expected that they will tend to develop their own leadership “Engine” for their evolving paradigms, similar to the researcher’s PCLP.

The illustration below presents this framework in its initial stages of development. (A larger size for better readability is provided in Appendix 8 – Conceptual LVB).

Figure 71: Leadership Vision Board



From a theoretical standpoint, this framework represents an integrated augmentation of transformational, transactional, and situational leadership theories with a top layer of multiple linkages theory to provide for an adaptive contingent approach.

The LVB framework has three main pivotal functions, which are defined hereunder:

1. **Dream:** The first pivotal function guides leaders to craft an outward inspiring and inward aspiring, shared vision that paints a vivid future of what the organization can deliver for the betterment of society and the nation.
2. **Lead:** The second pivotal function triggers leaders to enact the realization of their vision through effective leadership actions guided by their deep purpose, their personal/organizational core values, and normative ethical perspectives. This function encompasses leading others and achieving “Corporeality” through prototyping the leadership approach, experimenting, and eventually evolving. This function has four sub-functions:
 - a. *Analyze:* Analyzing involves understanding the “Job(s)-to-be-Done,” conducting a critical assessment of the dynamics in their paradigm, stimulating the followers' design thinking, developing creative and innovative approaches by challenging the norms and the assumptions, and building leadership insights from the information acquired by the Discovery function.
 - b. *Strategize:* Strategizing involves the selection of an appropriate normative ethical perspective, prioritization of core values, determination of the appropriate leadership approach, denoting the outcomes, building performance measures, and developing a definitive plan of action aligned with V2030. This also involves understanding the elements of Individualized Consideration for each of the followers' needs, stakeholder expectations and capabilities/capacities.
 - c. *Inspire:* Inspiring involves empathetically connecting with and charismatically motivating the followers by communicating the leadership vision/purpose and its meaningful impact with a conviction so that it resonates with the followers and the organization. This allows the leader to unlock potential and build effective, high-performing self-

leading teams that work towards the given directions to achieve citizen and national outcomes.

- d. *Enact*: This sub-function is the execution element of leadership, Management by Exception (MBE), and includes five activities: Direct, Empower, Accumulate, Generate and Orchestrate. These have been defined and discussed as part of the Behavioural Guidance section of Chapter 6.
3. **Achieve**: The final pivotal function, focusing on the attainment of ambitious goals, drives them to create public value by delivering on set strategic objectives for envisioned citizen and national outcomes.

The LVB framework has four main integral functions, which are defined hereunder.

1. **Discover**: This integral function guides them towards developing self-awareness/leadership, identifying opportunities, assessing the contextual and situational variables, ascertaining the needed enablers and possible multipliers, and recognizing both the barriers and handicaps. This integral function enfolds the leading of self and has two sub-functions:
 - a. *Sense*: Sensing involves scanning the internal and external environment for various influencing factors, in addition to comprehending the leader's contextual setting conditioned by the culture of the organization, religious values, regional traditions, and national heritage (situational variables and constraints).
 - b. *Believe*: Believing involves building the leader's own faith, commitment and resolve in the crafted shared vision combined with the deep purpose, increasing the leader's confidence, and transforming the belief to be the driving force behind their leadership behaviours and actions. This also involves the aspect of increasing self-awareness and developing aspirational self-leadership capabilities (AQ, CQ, EQ and SQ), which will eventually be the agent behind the creation of idealized influence and inspirational motivation.
2. **Transform**: The second integral function drives leaders to establish mechanisms for situational monitoring and performance evaluation, demonstrating resilience in the advent of VUCA elements and acclimatizing

themselves and their organizations to the evolving context(s) and the dynamic environment. This integral function embodies the leading of positive change and has two sub-functions:

- a. *Endure*: This involves regulating distress, maintaining leadership focus and presence, being versatile by using multiple perspectives, and maintaining discipline with regards to ethics and core values, together with the continuous assessment of the situational variable implications and leadership impacts, on subordinate and/or organizational performance.
 - b. *Adapt*: This involves anticipating the future with VUCA, navigating the current complexities of the leadership paradigm and the business environment, evolving citizen-centric approaches that maximize public benefit on an equity basis, overcoming adaptive challenges, and continuously learning/growing.
3. **Appreciate**: The third integral function embodies the celebration of achievements and milestones and the rewarding of both self and others for contributing to the overall success, leading towards fulfilment, further motivation and eventually sustainability.
4. **Sustain**: Perhaps this can be considered as the most important integral function, which instigates the leader to work towards long-term value creation for the citizens and the nation through legacy building, succession planning and sustaining change so that the benefits can be continued to be realized beyond the tenure of the leader.

7.3. Summary

This chapter has outlined the initial concept of the LVB as a framework that is poised to serve emerging leaders in the KSA who have embarked on the journey of implementing V2030 and its various VRPs.

This framework has identified the pivotal functions of “Dream,” “Lead,” and “Achieve” and the integral functions of “Discover,” “Transform,” “Appreciate,” and “Sustain,” all of which play a crucial role in the work of the leader. The LVB equips emerging leaders with the relevant knowledge, skills, and a mindset that may prove to compensate for their lack of experience or confidence in facing adaptive challenges whilst leading giga and mega transformational initiatives.

With this chapter, the critique moves towards its conclusion, with the next chapter presenting key findings and future directions.

Discussions and Conclusion

Key Findings and Future Directions

Contributions to Leadership Practice

The researcher, in proving his hypothesis, has ventured beyond the theoretical adaptations of the prevalent transformative leadership style in KSA under V2030, which has limitations when it comes to practical applications due to the needs of adaptability and resilience in a VUCA environment. It has highlighted the fact that emerging leaders who have experience gaps and are yet to develop/explore leadership skillsets face credibility challenges due to non-existent track records, lack professional networks to navigate political and power dynamics to influence change in the complex ecosystem and struggle with mitigating dissonance in the organizational culture. Ultimately, these emerging leaders find it difficult to manage resistance and build inspiration for their followship, which is an essence of transformative leadership. Thereby necessitating a need for a more flexible leadership approach.

The PCLP, as a culmination of the research, analysis, insight generation and interpretation by the researcher, can be determined as the single most significant contribution to his own leadership practice. Also, the LVB, though at a conceptual stage, can be considered as the meridian to the leadership practice of other public sector leaders in KSA.

Selected works of the researcher relevant to national and/or organizational leadership, where either he was the author, co-author, contributor, or protagonist, are also presented in the Leadership Supporting Portfolio.

These contributions by the researcher have the potential for application in the area of leadership practice in other government corporations, centres, councils, agencies,

commissions, authorities, and ministries within the KSA. They also have prospective benefits for national-level leaders who are leading ambitious socio-economic transformation programs in other developed and developing countries by guiding/informing their leadership practice.

Research Limitations

This research is observant of the public sector leadership in the KSA under V2030, with the mixed methods CSRM focused on the roles that the researcher has played or is currently playing in his leadership paradigm, capturing the interplay of leadership elements, theory, and the given contextual variables in a snapshot of time.

Although the design of the research has mitigated a number of biases, these settings may have allowed certain uncontrolled biases and subjectivity to creep in. Furthermore, despite the undertaken validation and reliability measures, the limitation to a specific sector, industries, and geographic region may have constrained the generalizability of the findings and results illustrated in this critique.

These limitations warrant the need for future research to enhance the understanding of the leadership dynamics and its implications in different contexts and over extended periods of time, which are discussed in the next section.

Suggested Further Research

Given the research limitations, there is further research and validation needed for the application of the developed PCLP framework, underpinned by the mixed methods CSRM and the literature review in three scenarios: (1) In the private sector of KSA (2) Post V2030 transformation in both public and private sectors of KSA, and (3) In the public sector of other developed and developing countries where monarchy does not exist.

Another area suggested for further research is the formal theorization and articulation of the LVB framework presented as validation of the researcher's secondary hypothesis in this critique, which, due to research scope, time, and effort limitations, has matured to a conceptual stage.

Finally, the linkages and implications of an integrated contingent leadership approach with innovation and disruption (e.g., Artificial Intelligence), women and youth empowerment, economic diversification, sustainable development, and social transformation are all topics that lay the foundations for further exploration.

Closing Remarks

As the researcher concludes this chapter and critique, contemplating the implications of his work, it is even clearer that his learning would never be complete as it is neither a destination nor an endpoint subject to his conquest; in fact, it is a lifelong journey that he has embarked upon with the completion of his DBL.

For the researcher, the PCLP has emerged as a beacon that will illuminate his career and life paths as he deploys his leadership in his paradigm settings. Not only will he need to be hyper-aware of his context, but it is also imperative that he needs to be increasingly adaptable, resilient, ethical, empathic, and innovative in his contingent approaches.

Finally, with the ever-evolving context surrounding leadership practice, this critique provides a foundational understanding on which future leadership researchers can build upon, contributing to the advancement of leadership practice in KSA and beyond.

Appendix

Appendix 1 – Candidate Ethics Statement

Candidate Ethics Statement

This form is to be signed by the candidate when submitting work that involves research on human subjects.

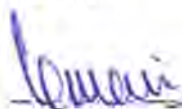
Each respondent was:

- Provided with a clear explanation as to why the particular information, documentation and artefacts were being sought.
- Informed that it was their right to withdraw their participation in the research at any stage.
- Assured that any information or personal details gathered in the course of the research are confidential and that neither their name nor any identifying information will be used or published unless they determine otherwise.
- Assured that the information, material(s), and instruction(s) provided would be held in a safe, secure location whilst being utilised and, after use, would be destroyed or disposed of in a manner that would not jeopardise its confidentiality.
- Advised that a recording device was to be used whenever this was necessary, and their permission was obtained before this use; and
- Advised that if they had any concerns or complaints about the research to contact:

Professor Ramzi Fayed
AGSL CEO and DEAN
AGSL within Torrens University Australia
Phone: 02 82110634
Email: dbl@imia.edu.au

DBL Subject Code: DBL 710

Signed:



Student Name: Omair Mustafa

Student Number: A00090846

Date: Tuesday, 01 August 2023

Appendix 2 – Research Respondent Consent Form

Research Respondent Consent Form

This form is to be signed by each respondent.

The information and anything else you may provide is required in connection with research being undertaken as a component of a professional doctorate.

You have the right to withdraw your participation in the research at any stage.

Any information or personal details gathered are confidential. Neither your name nor identifying information will be used or published without your permission. However, such information may be provided in confidence to appointed examiners.

The information and anything else you may provide will be held in a safe, secure location whilst being utilised and, after use, will be destroyed or disposed of in a manner that would not jeopardise its confidentiality.

You will be informed whether interviews are being recorded, and your signature below implies your consent to this recording.

Please select ONE of the options below by signing your initials in the space provided:

	I permit information provided by me in the course of the research to be published.
	I permit information provided by me in the course of the research to be published, provided no identifying information is included
	I do not permit information provided by me in the course of the research to be published

If you have any concerns about the research, please contact:
DBL Admin, AGSL within Torrens University Australia: dbl@imia.edu.au

Alternatively, please sign below:

Signed: _____

Name: _____

Date: _____

Appendix 3 – Quantitative Survey Form

Leadership Challenges for Emerging Leaders under Saudi Arabia's Vision 2030
16/10/2023, 7:28 pm

1. Please enter your full name (you may skip if you wish to remain anonymous)

2. What was your age group in 2016? *

☐ Below 25
☐ Between 25-40
☐ Above 40
☐ Prefer not to say

3. How do you identify yourself? *

☐ Male
☐ Female
☐ Prefer not to say

4. What is your ethnicity? *

☐ Saudi
☐ Non-Saudi
☐ Prefer not to say

<https://forms.office.com/Pages/DesignPage?2.aspx?org=Neup...&ONYVSLUNEYUJURVTFCSLUNUJFPQORRATORSMK5WY4&analysis=false>
Page 2 of 20

Leadership Challenges for Emerging Leaders under Saudi Arabia's Vision 2030
16/10/2023, 7:28 pm

* Required

Section 1 - Respondent Information

Please tell the researcher a little bit about your self

<https://forms.office.com/Pages/DesignPage?2.aspx?org=Neup...&ONYVSLUNEYUJURVTFCSLUNUJFPQORRATORSMK5WY4&analysis=false>
Page 1 of 20

Leadership Challenges for Emerging Leaders in Saudi Arabia's Water Sector

16/10/2023, 7:56 PM

46/7075232, 7:58 PM

5. Which organization do you currently work for? *

☐ Ministry of Interior

☐ Ministry of Housing

☐ Ministry of Defence

☐ Other Public Sector Organization

☐ Public Sector Supporting Entity

☐ Prefer not to say

6. What level would most closely describe your current role within the organization? *

☐ Assistant/Deputy/Vice Minister or Governor

☐ Board Member

☐ C-Suite

☐ Director / Head of Department

☐ Advisor

☐ Consulting Principal or Partner

☐ Other

☐ Prefer not to say

7. For how long have you known the researcher? *

☐ Less than 1 year

☐ 1-3 years

☐ 4-6 years

☐ 7-9 years

☐ 10 years or more

☐ Not Applicable

8. What is the degree of your relationship with the researcher? *

☐ Boss

☐ Peer

☐ Direct Report

☐ Internal Stakeholder

☐ External Stakeholder

☐ Self

Notes: Items are for research purposes only. No personal information will be shared.

Page 4 of 20

9. The information and anything else you may provide in connection with research being undertaken as a component of a professional doctorate. You have the right to withdraw your participation in the research at any stage.

The information and anything else you may provide will be held in a safe, secure location whilst being utilised and, after use, will be destroyed or disposed of in a manner that would not jeopardise its confidentiality. You will be informed whether interviews are being recorded, and your selection below implies your consent to this recording.

☐ I permit information provided by me in the course of the research to be published

☐ I permit information provided by me in the course of the research to be published, provided no identifying information is included

☐ I do not permit information provided by me in the course of the research to be published

10. If you have any concerns about the research, please contact:
DBL Admin, AGSL within Torrens University Australia: dbl@mia.edu.au

Professor Ramzi Fayed,
AGSL CEO and Dean, with Torrens University Australia
Phone: 02 821 10634
Email: dbl@irmia.edu.au

Alternatively, if you have no concerns, please confirm that you do wish to participate in the survey, by selecting YES below. *

- mailto:Herma@the-law-firm.com?reply=2;cc=2010060501;nohtml=1;url=https://addthis.com/bookmark

This group of questions, will seek answers to queries related to the leadership paradigm, in the period of time right before Vision 2030 was launched (pre-2016) and during the year of its launch and adaptation (2016).

11. How significant was the impact of the launch of Vision 2030 on Saudi public sector organisation's internal and external operating environments? *

	Negligible	Low	Medium	High	Extreme
Internal	☐	☐	☐	☐	☐
External	☐	☐	☐	☐	☐

12. Which of the following VUCA elements were affecting the overall terrain that leaders were navigating as part of their transformation drive? *

- ☐ Volatility
- ☐ Uncertainty
- ☐ Complexity
- ☐ Ambiguity
- ☐ None of the above

13. Which one of the following areas of transformation posed a primary challenge to the emerging next generation leaders in the Saudi public sector? *

- ☐ People
- ☐ Process
- ☐ Digital
- ☐ Culture
- ☐ Stakeholders/Ecosystem
- ☐ Legislation, Governance and Policies

14. Which one of the following areas of transformation posed a secondary challenge to the emerging next generation leaders in the Saudi public sector? ¹⁶

- ☐ People
- ☐ Process
- ☐ Digital
- ☐ Culture
- ☐ Stakeholders/Ecosystem
- ☐ Legislation, Governance and Policies

15. Which of the following themes do you think were the closest representation of the

Leadership Challenges for Emerging Leaders Under Saudi Arabia's Vision 2030

16. Which one of the following normative moral/philosophical approaches most closely described the ethical approach, conduct and behaviour of the emerging leaders, at that time, in a rapidly changing macro and micro context? *

☐ Freedom

☐ Success

☐ Leadership

☐ Stability

☐ Productivity

☐ Prosperity

☐ Equality

☐ Other

17. Which one of the following normative moral/philosophical approaches most closely described the ethical approach, conduct and behaviour of the emerging leaders, at that time, in a rapidly changing macro and micro context? *

☐ Relativism - What does the leader's moral compass suggest the leader do?

☐ Egoism - What is in it for the leader?

☐ Deontology - Does it fulfil the leader's duty and is it what the leader would expect for themselves as well?

☐ Utilitarianism - What would maximise the overall wellbeing?

☐ Universalism - What should be universally right and be done?

☐ Not sure

17. What single type of leadership approach most closely describes the leadership style of emerging leaders prior to the launch of Vision 2030 in Saudi public sector organisations? *

☐ Charismatic
☐ Situational
☐ Contingent
☐ Transactional
☐ Transformational
☐ Adaptive
☐ Other

18. How would you rate the applicability of the emerging leaders' existing knowledge, skill, abilities, and experience for the new paradigm at that time? *

Not Applicable at all

arxiv:1604.04759v1 [math.CO] 19 Apr 2016

arxiv:1604.04759v1 [math.CO] 19 Apr 2016

How would you describe the Saudi public sector's preference in terms of the organisational learning and personnel development model at that time? *

- ☐ Experiential - Concrete, Reflective, Abstract, Active
- ☐ HBDI - Experiential, Relational, Structural, Analytical
- ☐ 4MAT - Innovative, Analytical, Common Sense, Dynamic
- ☐ Honey and Mumford - Activist, Theorist, Pragmatist, Reflector
- ☐ VARK - Visual, Auditory, Read/Write, Kinesthetic
- ☐ Felder-Silverman - Active/Reflective, Sensing/Intuitive, Visual/Verbal, Sequential/Global
- ☐ Mind Styles - Abstract Sequential, Concrete Sequential, Abstract Random, Concrete Random
- ☐ No formal model adopted
- ☐ Other
- ☐ Not sure

Which of the following feedback model is the closest representative to the way feedback was expected to be given in the Saudi public sector at that time? *

- ☐ SRI - Situation, Behaviour, Impact
- ☐ STAR - Situation, Task, Action, Result
- ☐ DESC - Describe, Express, Specify, Consequence
- ☐ EPIQ - Empathy, Position, Intention, Quality
- ☐ 360 Degrees
- ☐ Other
- ☐ None
- ☐ Not sure

This group of questions will seek answers to queries related to the leadership paradigm of Saudi Arabia post 2020, upon the achievement of the National Transformation Plan, reading the organisations for achievement of 2030 objectives, to present times.

	Negligible	Low	Medium	High	Extreme
Internal	☐	☐	☐	☐	☐
External	☐	☐	☐	☐	☐

☐ Volatility

☐ Uncertainty

☐ Complexity

☐ Ambiguity

☐ None of the above

- ☐ People
- ☐ Process
- ☐ Digital
- ☐ Culture
- ☐ Stakeholders/Ecosystem
- ☐ Legislation, Governance and Policies

- People
- Process
- Digital
- Culture
- Stakeholders/Ecosystem
- Legislation, Governance and Policies

Leadership Challenges for Emerging Leaders under Saudi Arabia's Vision 2030
16/10/2023, 7:38 am

31. Have the leader's selected personal core values helped them build congruence or created dissonance with the organizational and national approach? *

☐ Congruence
☐ Some Parity
☐ Some Discord
☐ Dissonance
☐ Not Certain

32. Has the leader's adopted normative moral philosophical approach aided them in the alignment with the organizational and national approach outcomes? *

☐ Yes
☐ No
☐ Maybe

Leadership Challenges for Emerging Leaders under Saudi Arabia's Vision 2030
16/10/2023, 7:38 am

33. What leadership approach have maturing leaders now adopted in the Saudi public sector? *

☐ Charismatic
☐ Situational
☐ Contingent
☐ Transactional
☐ Transformational
☐ Adaptive
☐ Other

34. How would you rate the applicability of newly acquired knowledge, skill, abilities and experience for the leader's current role and the next phase of Vision 2030? *

0	1	2	3	4	5	6	7	8	9	10
Not at all likely										Extremely likely

35. How effective and practical were leadership concepts, theories, tools & techniques, frameworks, domains and models learnt under corporate learning and development programs in addressing Vision 2030 leadership challenges for these leaders? *

0	1	2	3	4	5	6	7	8	9	10
Ineffective										Highly Effective

me

☐ Level 5 - Value Creation

40. What is the current Saudi public sector's preference in terms of the choice of the organisational learning and personnel development model today? *

- ☐ Experiential - Concrete, Reflective, Abstract, Active
- ☐ HB01 - Experiential, Relational, Structural, Analytical
- ☐ 4MAT - Innovative, Analytical, Common Sense, Dynamic
- ☐ Honey and Mumford - Activist, Theorist, Pragmatist, Reflector
- ☐ VARK - Visual, Auditory, Read/Write, Kinesthetic
- ☐ Felder-Silverman - Active/Reflective, Sensing/Intuitive, Visual/Auditory
- ☐ Mind Styles - Abstract Sequential, Concrete Sequential, Abstract Sequential
- ☐ No formal model adopted
- ☐ Other
- ☐ Not sure

42. Where do the gaps lie, if at all, in the current public leadership space in Saudi Arabia? *

	No Gap	Small	Moderate	Large	Severe
Emitting	☐	☐	☐	☐	☐

Sensing

Analyzing

Microsoft Forms

 Microsoft Forms

Appendix 4 – Qualitative Interview Form

Research Respondent Consent Form

This form is to be signed by each respondent.

This information and anything else you may provide is required in connection with research being undertaken as a component of a professional doctorate.

You have the right to withdraw your participation in the research at any stage.

Any information or personal details gathered are confidential. Neither your name nor identifying information will be used or published without your permission. However, such information may be provided in confidence to appointed examiners.

The information and anything else you may provide will be held in a safe, secure location whilst being utilised and, after use, will be destroyed or disposed of in a manner that would not jeopardise its confidentiality.

You will be informed whether interviews are being recorded, and your signature below implies your consent to this recording.

Please select ONE of the options below by signing your initials in the space provided:

☐	I permit information provided by me in the course of the research to be published.
☐	I permit information provided by me in the course of the research to be published, provided no identifying information is included
☐	I do not permit information provided by me in the course of the research to be published

If you have any concerns about the research, please contact:

DBL Admin, AGSL within Torrens University Australia: dbl@tunm.edu.au

Alternatively, please sign below:

Signed: _____

Name: _____

Date: _____

Dear Participant,

Thank you for your participation in the online survey conducted earlier.

I am also currently pursuing a qualitative research study with the same focus on "leadership challenges for emerging leaders under Saudi Arabia's Vision 2030". I am writing to kindly request your valuable participation in a one-on-one qualitative interview for this research.

Your expertise and insights in leading public entities in their transformation journey since the launch of Vision 2030 in 2016 would be of immense value to this research, as it aims to help me in constructing a more precise understanding of:

1. Macro and micro context of leadership in Saudi Arabia under Vision 2030
2. Characterization of the evolving organization culture,
3. Challenge(s) exposition for leaders.
4. Inspiration and motivation of leaders through core values.
5. Ethical determination of leaders.
6. Identification of the leadership approach(es).
7. Perceived gaps and leadership development needs, if any.

The deep perspectives and holistic experiences that you will provide are expected to contribute significantly to the richness of the data and the overall success of this study.

The duration of the interview is expected to be approximately 30 minutes. I want to assure you that your comfort, convenience, and privacy are of utmost importance throughout this research process.

The interview consists of 17 broad questions and will be conducted at a time and location convenient for you. Alternatively, I can arrange for a virtual interview through a platform of your preference or also have it administered via email correspondence as well. At the start of the interview, you may indicate that you choose to remain anonymous in the final report, if you wish. Additionally, you have the option to choose whether you would like the interview session to be recorded or not. If you prefer, I can conduct the interview without any recording, and I will take detailed notes during our conversation to ensure accuracy and preserve the richness of the data. However, should you feel more at ease with a recorded session, the recording will be securely stored and used exclusively for research purposes. The decision on recording or non-recording will be entirely at your discretion, and your choice will be fully respected.

Please be assured that all information provided during the interview will be treated with the utmost confidentiality and used solely for research purposes. Your identity will be anonymized, and any identifiable information will be kept strictly confidential.

Your voluntary participation in this research will contribute to advancing knowledge in the field of leadership and will be greatly appreciated. I understand that your time is valuable, and I sincerely thank you in advance for considering this request. If you have any questions or require further clarification regarding the research or the interview process, please feel free to contact me at:

Email: omair.musale@student.torrens.edu.au or Phone: +61 431 931 484.

Thank you once again for considering this request, and I sincerely hope to have the opportunity to engage in an insightful and meaningful discussion with you.

Sincerely,

Omair Musale

Leadership Challenge for Emerging Leaders under Saudi Arabia's Vision 2030

Name of Candidate	
Organization	
Position / Level	

Date of Question Transmittal	
Date of Interview	
Estimated Time Required	90 minutes

Interview Option <i>Please select option by placing 'X' in the relevant box</i>	Face to Face
	Virtual Meeting
	Email

Do I have permission to record the interview session? <i>Please select option by placing 'X' in the relevant box</i>	Yes
	No

Do you wish to remain anonymous for the research? <i>Please select option by placing 'X' in the relevant box</i>	Yes
	No

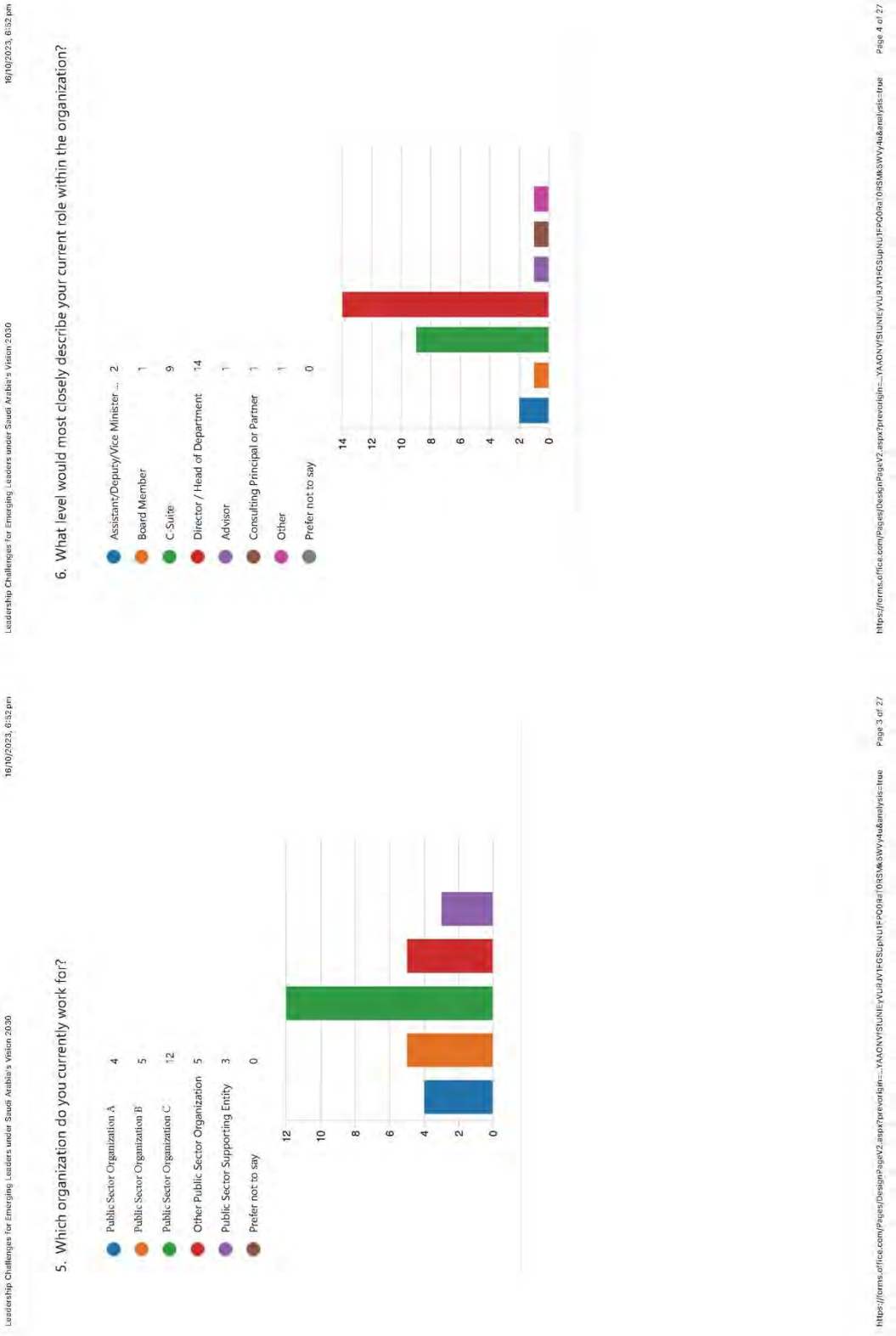
Q1. Can you please describe your role in leading the transformation in your organization under Vision 2030?
Q2. What are the main challenges you've encountered in this role?
Q3. How do you perceive the impact of Vision 2030 on your leadership role and the organization as a whole?
Q4. In your opinion, how is Vision 2030 helping Saudi Arabia become an ambitious nation, with a thriving economy and a vibrant society?
Q5. In what way is Vision 2030 evolving the modus operandi of public sector organizations? The areas I would like you think about and respond around are the vision, purpose, governance, external ecosystem, and internal environment.
Q6. How do Saudi public sector employees perceive the cultural shifts in the organization, and how have these changes impacted their attitudes, behaviours and followship?
Q7. How are the challenges being faced by the Saudi public sector leaders unique?
Q8. Given the same context and challenge of Vision 2030, how is it different for emerging leaders, maturing leaders, and seasoned leaders, if at all?

Q17. How can effective leadership be cultivated for the next normal and what are your personal recommendations to future-proof Saudi leadership?
Is there anything else that you would like to add?

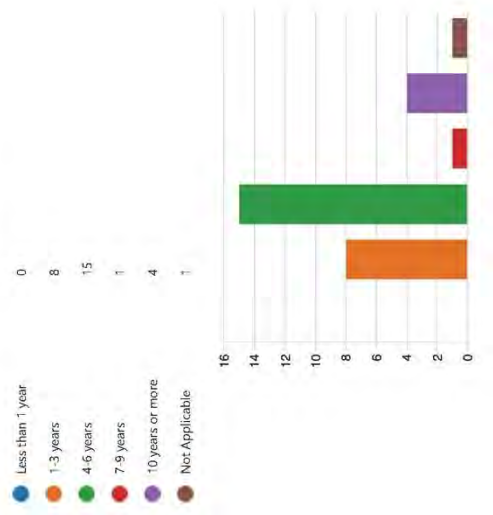
Q9. What approaches should leaders use to ascertain that their core values are integrated into the organization's culture in Saudi Arabia under Vision 2030?
Q10. What challenges do leaders face when deploying their individualized core values in the Saudi public sector?
Q11. How do leaders define ethical approach within Saudi public sector organizations?
Q12. How are the "right things", "greater good", and "equality" philosophies being realized in Saudi Arabia under Vision 2030?
Q13. From your viewpoint, what are the key leadership lessons learned from the success and failures faced during the initial stages of Vision 2030's implementation?
Q14. How has internationalization, diversity, inclusiveness, tolerance, equity, and empowerment under Vision 2030 impacted leadership behaviours?
Q15. How has the role of Emotional Quotient (EQ), Adversity Quotient (AQ), Social Quotient (SQ) and Cognitive Quotient (CQ) changed over time in the paradigm of leadership under Vision 2030?
Q16. How can Vision 2030 leaders balance the need for strong leadership to drive transformation with shared participation and inclusive decision making?

Appendix 5 – Quantitative Research Results

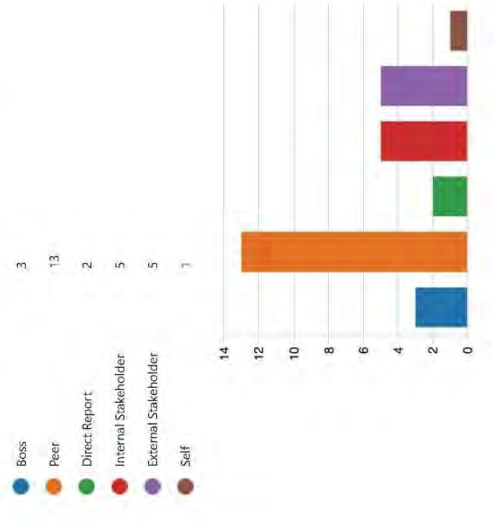




7. For how long have you known the researcher?



8. What is the degree of your relationship with the researcher?



9. The information and anything else you may provide is required in connection with research being undertaken as a component of a professional doctorate. You have the right to withdraw your participation in the research at any stage.

Any information or personal details gathered are confidential. Neither your name nor identifying information will be used or published without your permission. However, such information may be provided in confidence to appointed examiners.

The information and anything else you may provide will be held in a safe, secure location whilst being utilised and, after use, will be destroyed or disposed of in a manner that would not jeopardise its confidentiality. You will be informed whether interviews are being recorded, and your selection below implies your consent to this recording.

Please select ONE of the options below



10. If you have any concerns about the research, please contact:
DBL Admin, AGSL within Torrens University Australia: dbl@tmiia.edu.au

or to

Professor Hamzi Fayed,
AGSL CEO and Dean, with Torrens University Australia
Phone: 02 82110634
Email: dbl@tmiia.edu.au

Alternatively, if you have no concerns, please confirm that you do wish to participate in the survey, by selecting YES below.



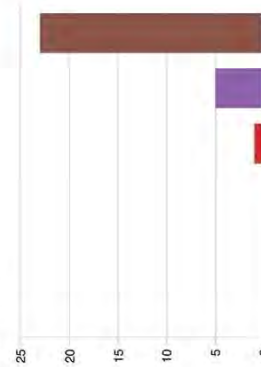
11. How significant was the impact of the launch of Vision 2030 on Saudi public sector organisation's internal and external operating environments?



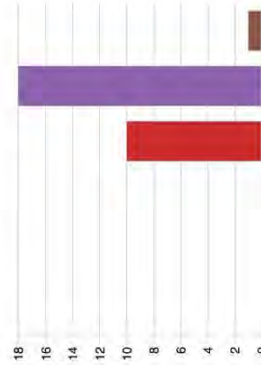
12. Which of the following VUCA elements were affecting the overall terrain that leaders were navigating as part of their transformation drive?



13. Which one of the following areas of transformation posed a primary challenge to the emerging next generation leaders in the Saudi public sector?



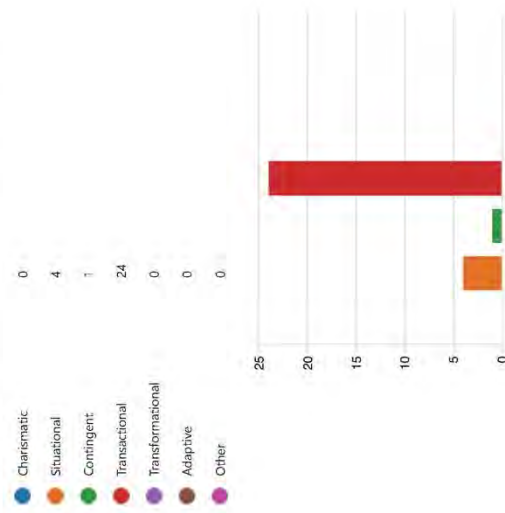
14. Which one of the following areas of transformation posed a secondary challenge to the emerging next generation leaders in the Saudi public sector?



15. Which of the following themes do you think were the closest representation of the core values of the leaders at that time? Please select at least one, but no more than 5.



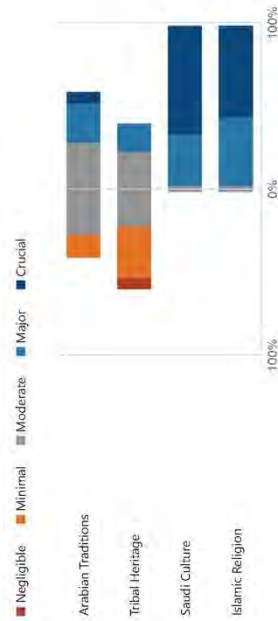
17. What single type of leadership approach most closely describes the leadership style of emerging leaders prior to the launch of Vision 2030 in Saudi public sector organisations?



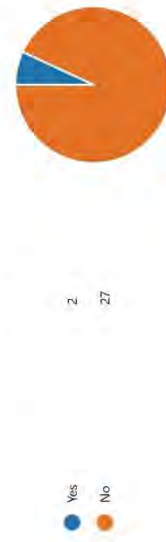
18. How would you rate the applicability of the emerging leaders' existing knowledge, skill, abilities, and experience for the new paradigm at that time?



19. How influential were the following factors on the emerging leaders' personal core values, personality, leadership style, characteristics, traits, and behaviour?



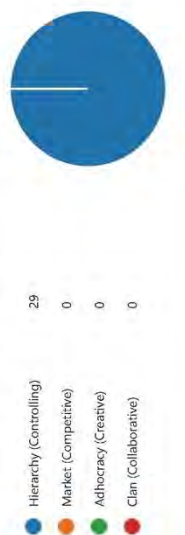
20. Was leadership development and change management formal education, executive education, on job training, certifications, coaching and/or mentoring opportunities provided to the emerging leaders by the organisation?



10/10/2023, 6:52 pm

Leadership Challenges for Emerging Leaders under Saudi Arabia's Vision 2030

24. How would you describe the Saudi public sector's culture traditionally?



Page 16 of 27

<https://forms.office.com/Pages/DesignPageV2.aspx?prevId=...AAONVSIUNIEYUJLVF6SUNUHFPOHr0H3M3WVY4u&analysis=true>

10/10/2023, 6:52 pm

Leadership Challenges for Emerging Leaders under Saudi Arabia's Vision 2030

21. Looking back into the emerging leaders' first role under Vision 2030, what, in your opinion, was influencing their followership?



22. How would you describe the level of maturity of corporate governance in the Saudi public sector at that time?



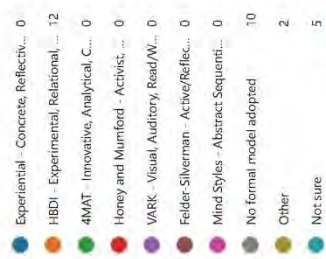
23. What was driving the overall leadership in the organisation prior to the launch of Vision 2030?



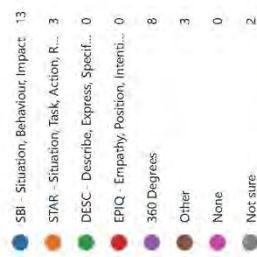
Page 15 of 27

<https://forms.office.com/Pages/DesignPageV2.aspx?prevId=...AAONVSIUNIEYUJLVF6SUNUHFPOHr0H3M3WVY4u&analysis=true>

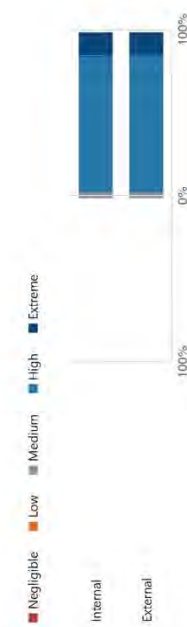
25. How would you describe the Saudi public sector's preference in terms of the organisational learning and personnel development model at that time?



26. Which of the following feedback model is the closest representative to the way feedback was expected to be given in the Saudi public sector at that time?



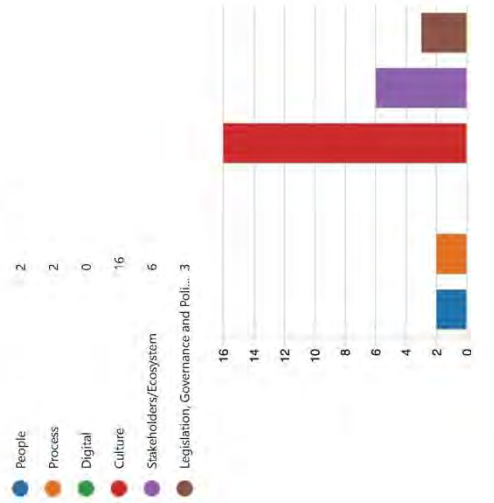
27. What is the current continued impact of Vision 2030 and its relevant Vision Realization Program on the public sector's transformed internal and external operating environment?



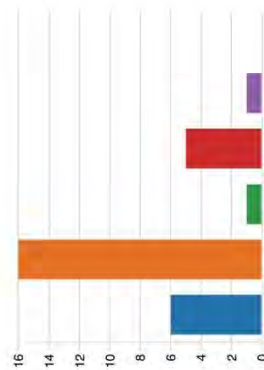
28. Which of the following VUCA elements continue to affect the overall terrain that emerging leaders are currently navigating and will persevere in this phase of the Vision 2030 implementation?



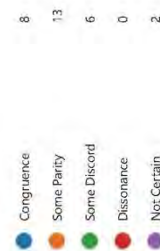
29. As the emerging leaders mature, which one of the following areas do they consider now as their primary challenge?



30. As the emerging leaders mature, which one of the following areas do they consider now as their secondary challenge?



31. Have the leader's selected personal core values helped them build congruence or created dissonance with the organizational and national approach?



32. Has the leader's adopted normative moral philosophical approach aided them in the alignment with the organizational and national approach outcomes?



33. What leadership approach have maturing leaders now adopted in the Saudi public sector?



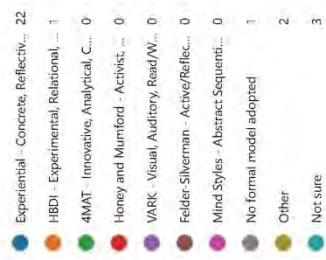
35. How effective and practical were leadership concepts, theories, tools & techniques, frameworks, domains and models learnt under corporate learning and development programs in addressing Vision 2030 leadership challenges for these leaders?

Factor	Count
Position (Relates) - They have to...	3
Permission (Relationship) - They...	3
Production (Results) - What the...	18
People Development (Reproductive...)	6
Principle (Respect) - What the le...	5

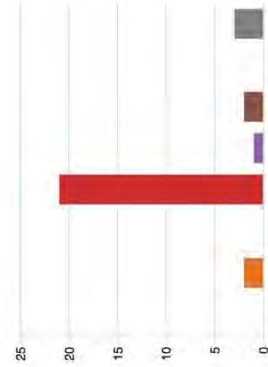
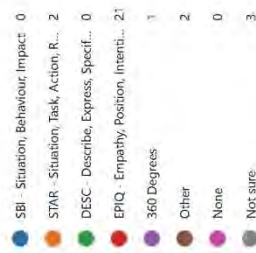
38. How is the overall leadership in the Saudi public sector driven today?

Leadership Style	Percentage
Hierarchy (Connective)	20
Market (Competitive)	0
Authority (Creative)	9
Clan (Collaborative)	71

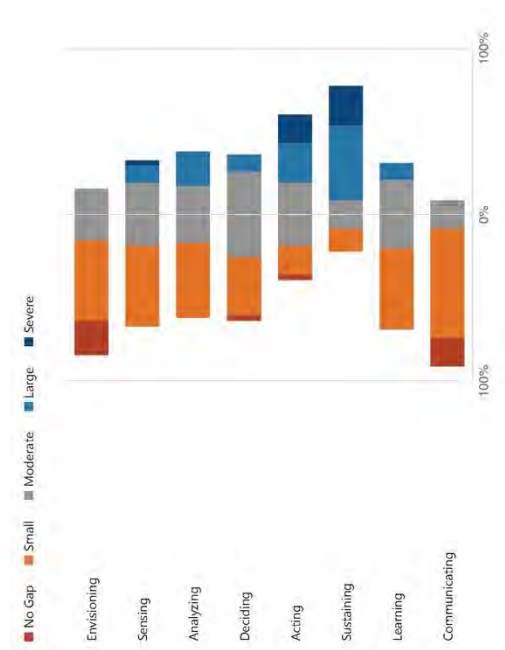
40. What is the current Saudi public sector's preference in terms of the choice of the organisational learning and personnel development model today?



41. Which of the following feedback model is the closest representative to the way feedback is now expected to be given in the Saudi public sector today?



42. Where do the gaps lie, if at all, in the current public leadership space in Saudi Arabia?



Appendix 6 – Qualitative Research Results

Name	Files	References	Description
Challenges	5	102	
Adaptability	1	1	
Complexity	5	16	
Cultural Transformation	4	11	
Demonstrating Core Values	5	7	
Digital Laggardness	5	11	
Financial Constraints	2	2	
Geopolitics	4	5	The overarching theme of "Challenges" encapsulates the diverse obstacles faced by young leaders leading the Vision 2030 initiative. From adapting in VUCA environments to rapid changes and navigating cultural transformations to addressing financial constraints and geopolitical complexities, this high-level code captures the multifaceted nature of the leadership landscape within the KSA.
Governance & Regulations	5	7	
Learning & Development	5	11	
Pace of Change	4	9	
Raising Awareness	1	1	
Resistance to Change	5	6	
Risks and Cyberthreats	2	3	
Self-Leadership	3	3	
Stakeholder Management	2	7	
Talent Management	2	2	
Core Value Deployment	5	51	
Communicating Values	3	4	"Core Value Deployment" focuses on the strategic integration and manifestation of personal core values in leadership practices. This overarching code emphasizes the consistent communication, demonstration, and embedding of core values in the Saudi leader's daily actions and behaviours. From ethical conduct to shared belief systems, it underscores the pivotal role of personal core values in shaping the leadership of a leader.
Consistent Demonstration	5	9	
Embed Values	5	12	
Ensure Values Inclusivity	5	8	
Ethical Conduct	2	2	
Feedback and Reward System	5	8	

Nov 13, 2023

1

Name	Files	References	Description
Lead By Example	3	3	
Shared Belief System	3	3	
Value-based Trainings	2	2	
Ethical Approach	5	19	
Fulfilling Leader's Duty	3	4	"Ethical Approach" encapsulates the moral foundation guiding leadership decisions. This overarching code emphasizes fulfilling duties, prioritizing overall
Maximizing Overall Wellbeing	5	9	wellbeing, and maintaining a personal moral compass. It emphasizes the importance
Own Moral Compass	4	5	of ethical considerations in leadership, steering away from self-interest and ensuring
Self Interest	1	1	conduct in decision-making.
Ethics and Value Influences	5	71	
Cultural Norms	4	10	
Legislation	3	7	
Organization	4	16	"Ethical and Value Influences" examines the contextual factors shaping ethical
Political Structure	2	2	considerations in leadership. This overarching code explores the impact of cultural
Religion	3	4	norms, legislation, organizational values, political structures, religious principles,
Traditions	2	5	traditions, and the influence of V2030 on the leader's ethics. It highlights the
V2030 Influence	4	27	interplay of various influences in shaping ethical perspectives.
Leader's Role	5	38	
Advisory	2	2	
Capability & Capacity Building	2	2	
Continuous Learning	1	1	The overarching theme of "Leader's Role" explores the multifaceted responsibilities
Culture Change	2	2	of leaders in KSA. This high-level code emphasizes the vital role of leaders in driving
Digital Transformation	2	5	the overall transformation, managing culture change, and shaping public policy. It
Driving Innovation	2	3	highlights the diverse competencies in leadership required to align with V2030,
Managing Change & Transformation	4	4	including continuous learning, stakeholder collaboration, and strategic development.

Nov 13, 2023

2

Name	Files	References	Description
Operational Efficiency	1	1	
Performance Management	1	1	
Public Awareness	1	1	
Public Policy	2	3	
Stakeholder Collaboration	3	4	
Strategy Development	3	4	
V2030 Alignment	4	5	
Leadership Behaviours	5	72	
Digitally Adept	2	2	
Diversity	5	7	
Equity	4	9	
Facilitation	1	1	"Leadership Behaviours" enfold diverse range of traits and actions essential for effective leadership. This high-level code emphasizes the importance of qualities such as visionary thinking, partnership building, and contextual awareness. It emphasizes behaviours that foster inclusivity, resilience, and ethical anchoring, highlighting the multifaceted nature of effective leadership necessary for V2030 leaders.
Inclusiveness	5	12	
Internationalization	5	8	
Openness	2	2	
Shared Responsibility	4	5	
Tolerance	4	9	
Varying Intelligence Quotients	5	12	
Workforce Empowerment	3	5	
Leadership Development	5	49	
Be Visionary	3	3	"Leadership Development" centres on the continuous cultivation of essential skills crucial for effective leadership. This overarching code emphasizes the importance of qualities such as visionary thinking, partnership building, ethical anchoring, and more. It emphasizes the ongoing process of developing competencies vital for leaders' success and adaptability in dynamic environments prevalent in KSA today.
Build Partnerships	3	5	
Contextually Aware	2	2	
Contingency	5	8	

Nov 13, 2023

3

Name	Files	References	Description
Digital Mindset	4	8	
Empowerment & Inclusivity	2	3	
Ethical Anchoring	2	2	
Internal Resilience	5	5	
Lifelong Learning	4	7	
Manage Change	2	2	
Prioritize Wellbeing	1	1	
Social & Environmental Responsibility	3	3	
Leadership Lessons	5	28	
Building Ecosystem	2	2	
Effective Communication	5	5	
Empowering People	3	3	
Ethical Leadership	1	1	"Leadership Lessons" captures valuable insights derived from experiences crucial for effective leadership. This overarching code underscores the interdisciplinary nature of these lessons, emphasizing aspects such as ethical leadership, resilience, innovative thinking, and a long-term view. It signifies the continuous learning and adaptation integral to leadership development.
Ethics & Accountability	2	2	
Innovative Mindset	1	1	
Leadership Adaptability	4	4	
Leadership Resilience	5	5	
Long-term View	4	4	
Risk Taking	1	1	
Leadership Style	5	8	
Adaptive	1	1	"Leadership Style" encompasses the approach and methodology employed by V2030 leaders in their roles. This high-level code acknowledges the diversity of leadership styles, reflecting the adaptability and transformational aspects that leaders have adopted. It signifies the broad spectrum of approaches leaders have used to guide and influence their teams or organizations.
Transformational	5	7	

Nov 13, 2023

4

Name	Files	References	Description
National Context Under V2030	5	61	
Ambitious Nation	5	8	
Education Focus	3	5	
Governance Reforms	3	8	
Health Outcomes	1	1	"National Context Under V2030" delves into the comprehensive transformations within KSA under V2030. This high-level code encompasses various facets, including an ambitious nation, educational focus, governance reforms, health outcomes, quality of life, sustainability, a thriving economy, vibrant society, women empowerment, and youth empowerment. It represents the holistic blueprint of the V2030 and its VRPs guiding KSA towards socio-economic prosperity and sustainability.
Quality of Life	5	6	
Sustainability & Preservation	4	4	
Thriving Economy	5	12	
Vibrant Society	5	11	
Women Empowerment	4	5	
Youth Empowerment	1	1	
Organization Culture	5	146	
Adaptive	4	9	
Citizen Centricity	4	10	
Cultural Shifts	4	10	
Employee Engagement	5	20	
Governance Modernization	3	10	"Organization Culture" covers the core cultural attributes within public sector entities working toward V2030. This high-level code signifies the varying dimensions, including adaptability, citizen centricity, governance modernization, and technology savviness. It represents the organizational ethos, emphasizing a cultural shift, employee engagement, and alignment with the vision, mission, and purpose to foster performance orientation and sustainability within the evolving context of V2030.
New Operating Models	5	13	
Operating Efficiency	5	8	
Performance Orientation	3	8	
Public Partnerships	5	8	
Spending Efficiency	4	5	
Sustainability	3	5	
Talent Base Development	1	1	

Nov 13, 2023

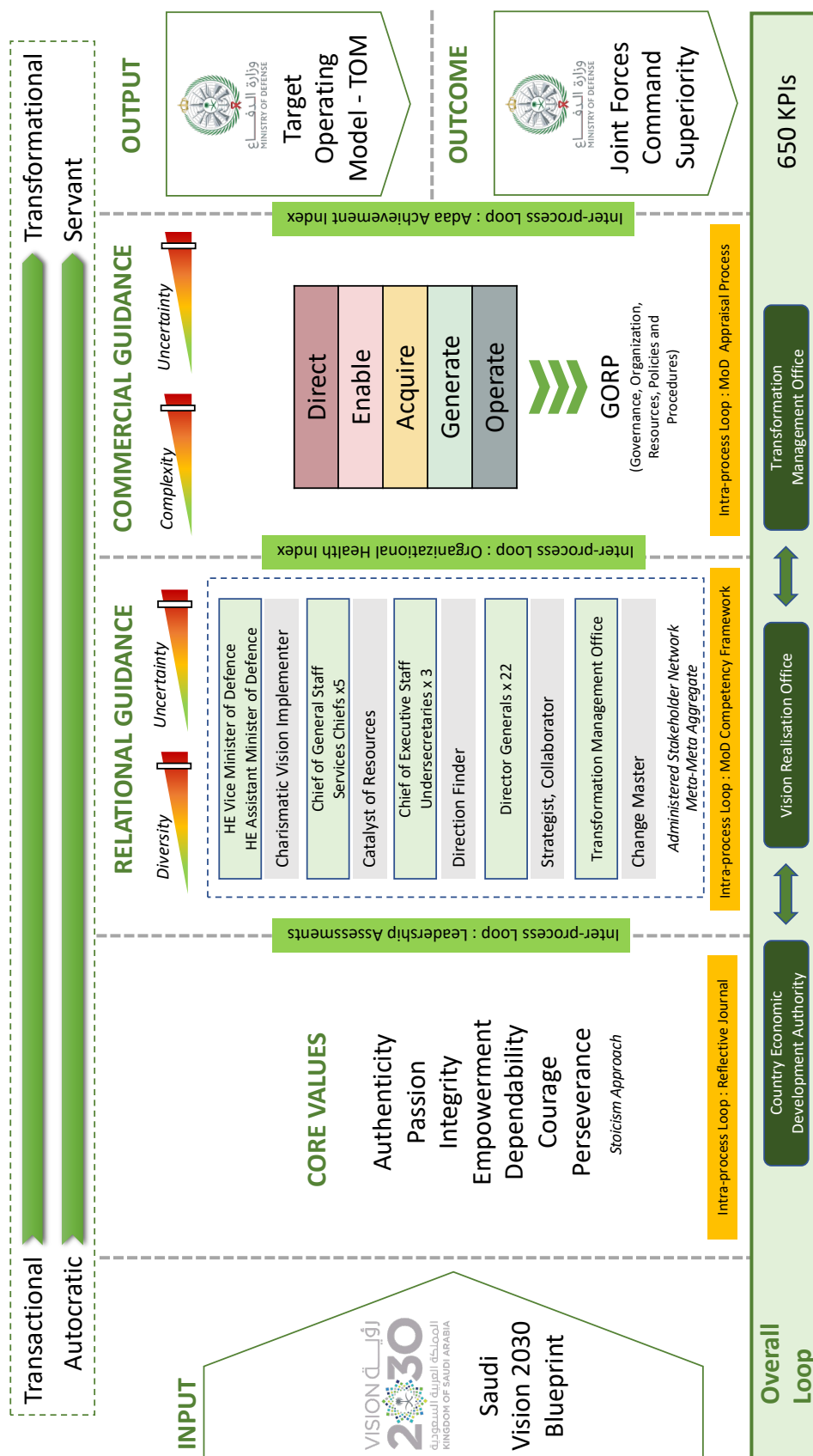
5

Name	Files	References	Description
Technology Savviness	5	27	
Vision, Mission & Purpose	5	12	

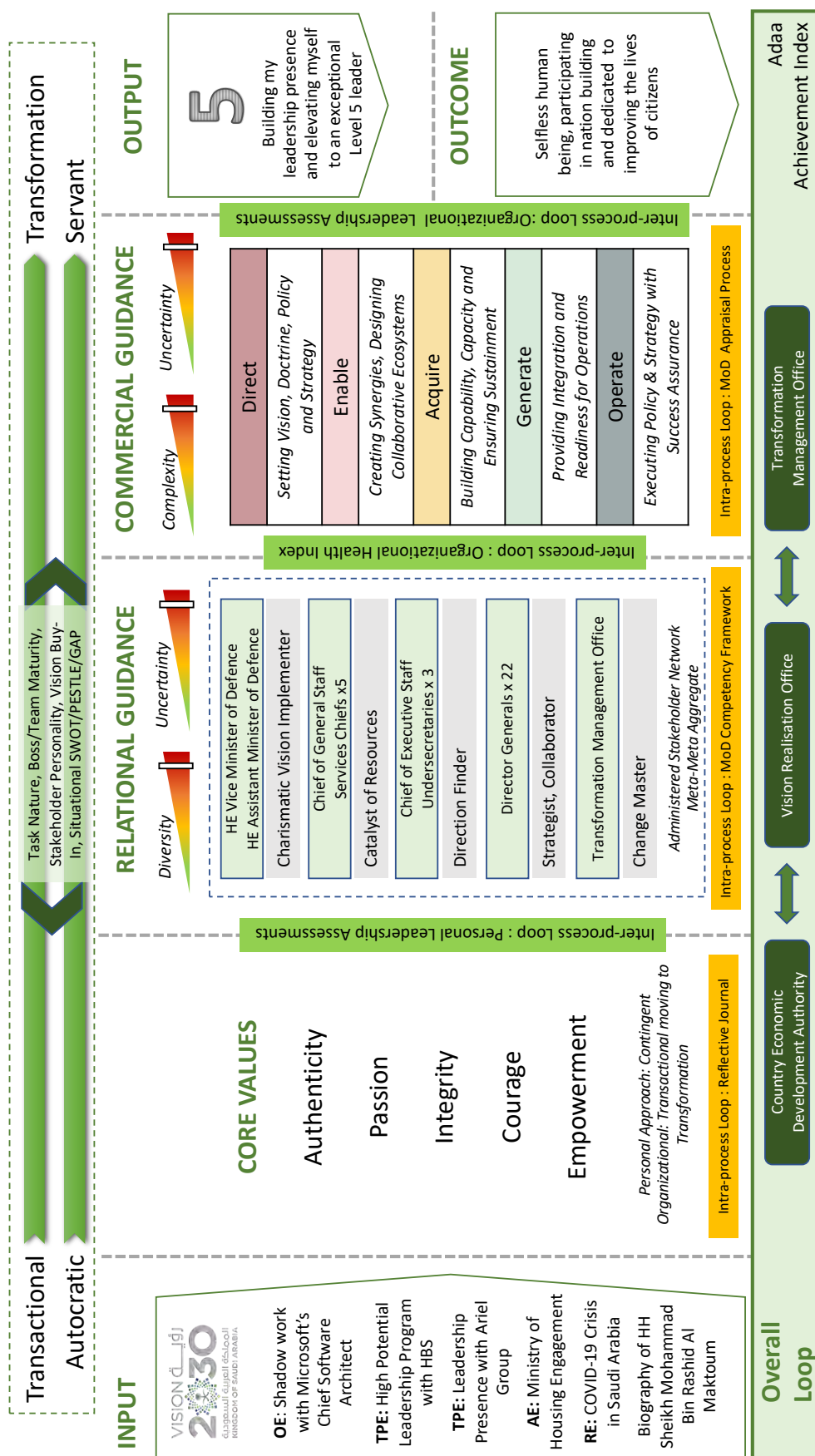
Nov 13, 2023

Appendix 7 – PCLP Evolution

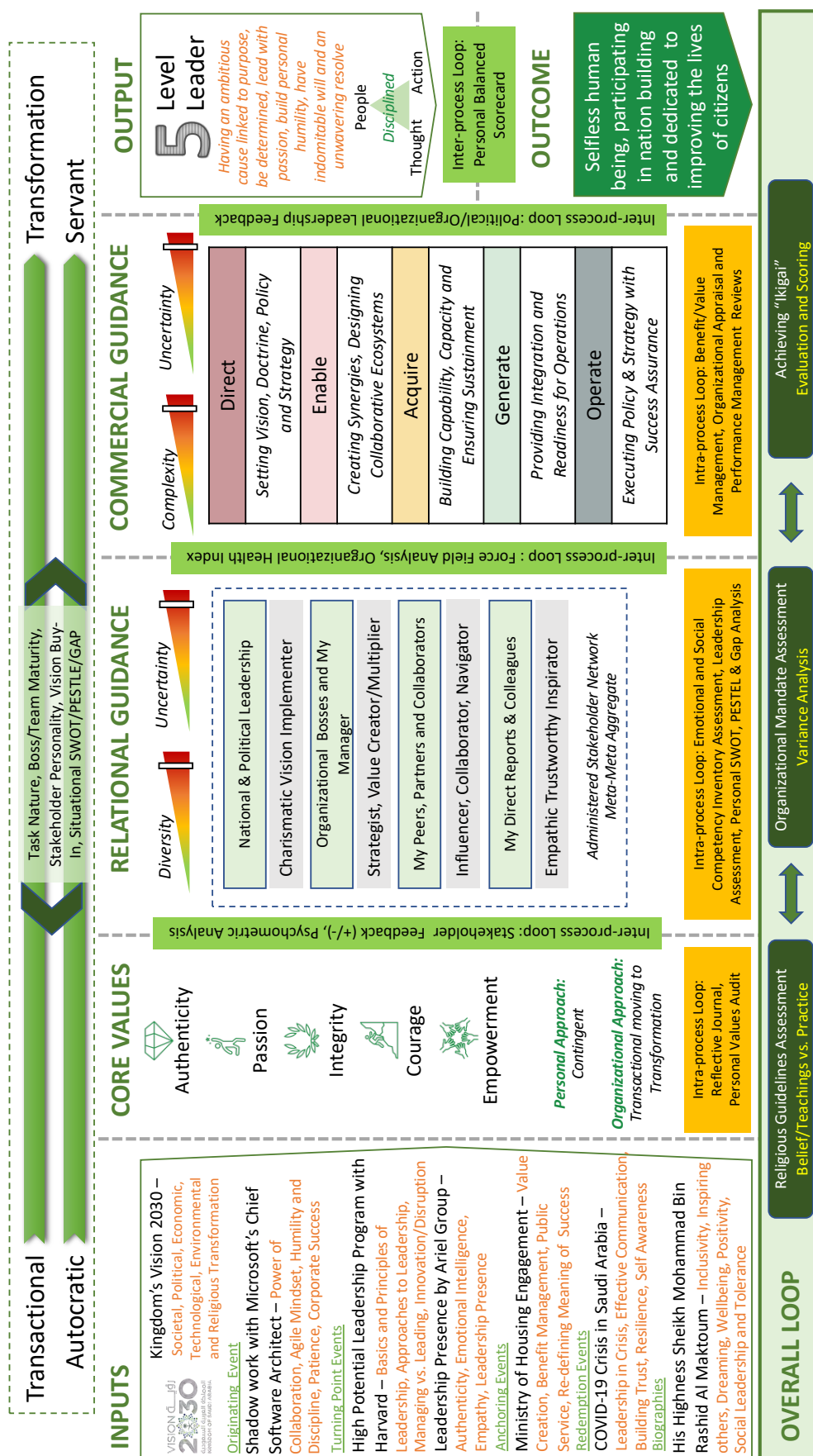
Version 1.0



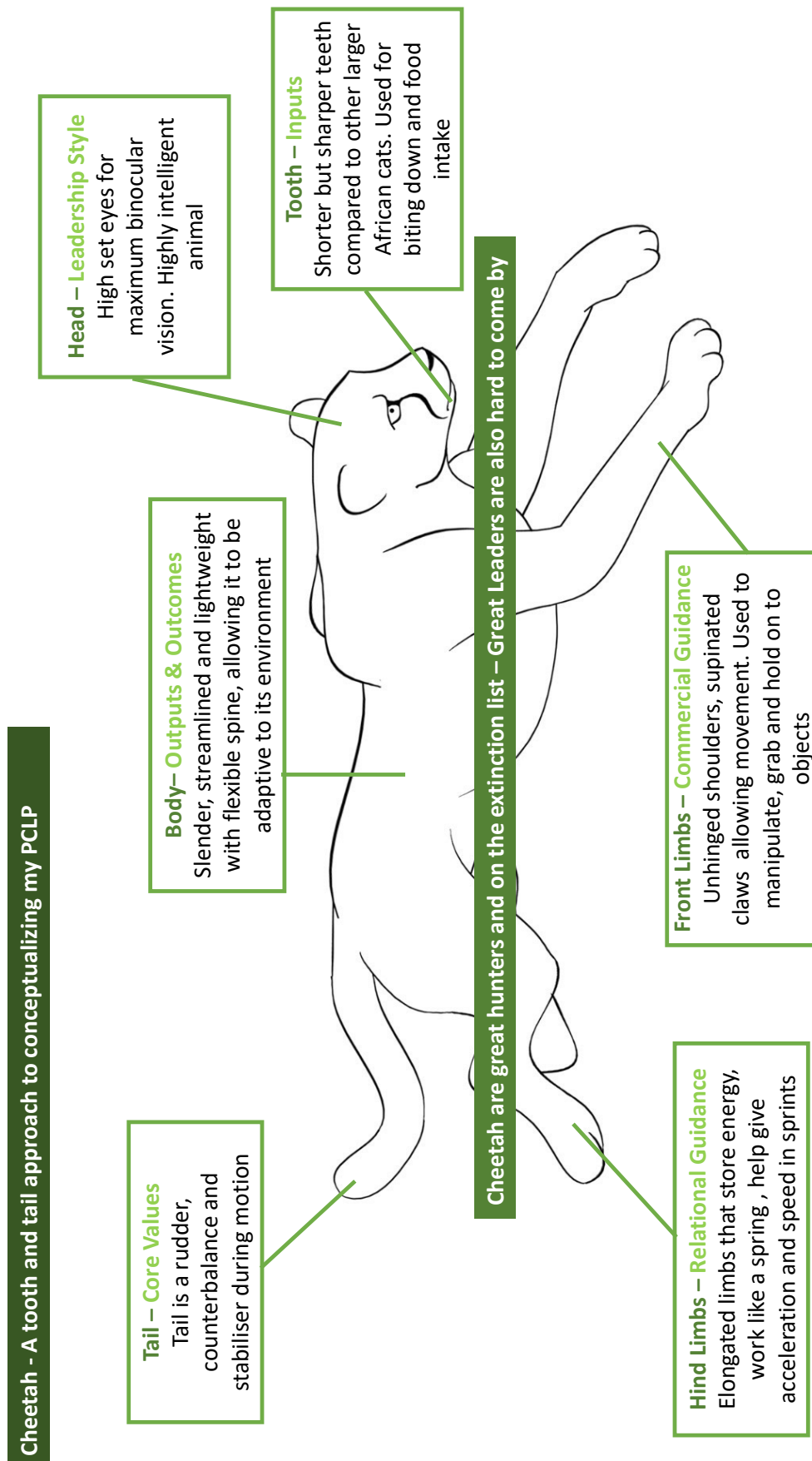
Version 1.1



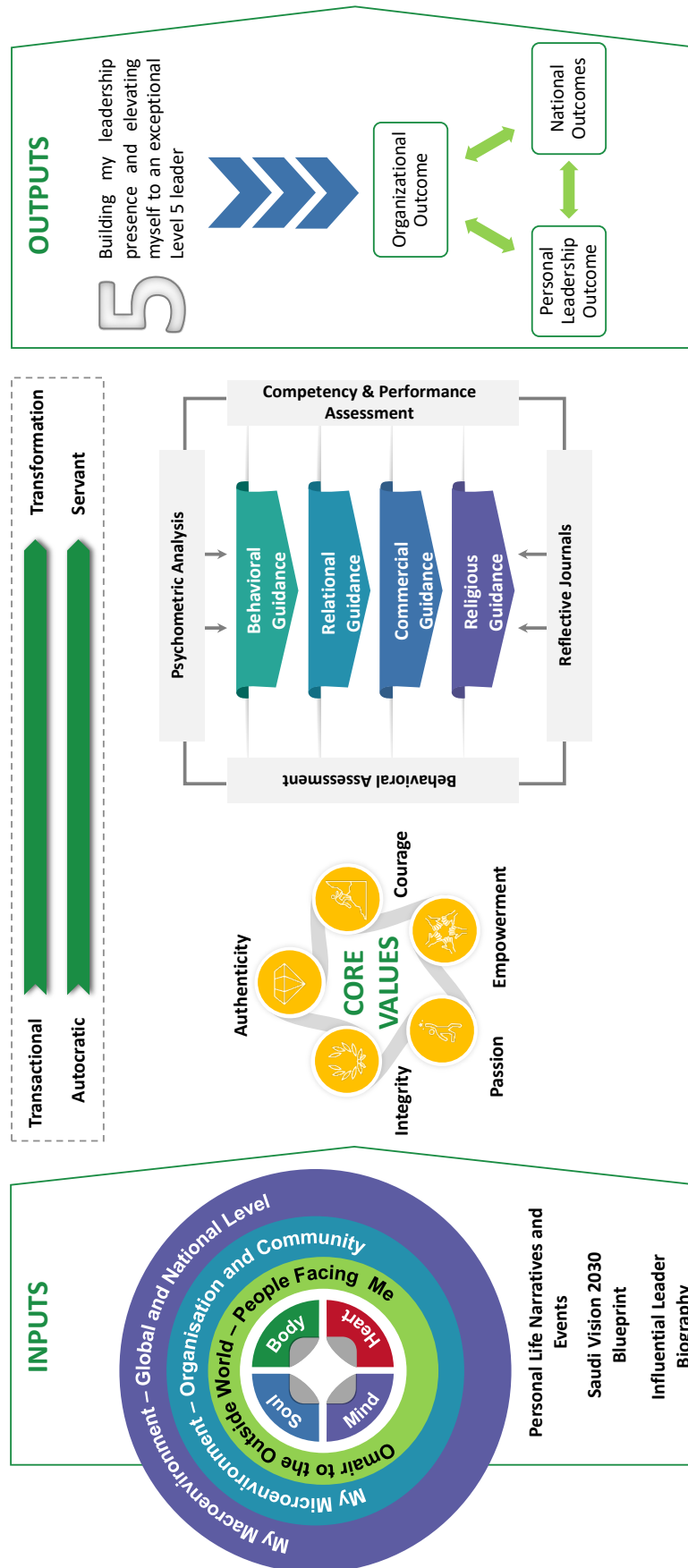
Version 1.2



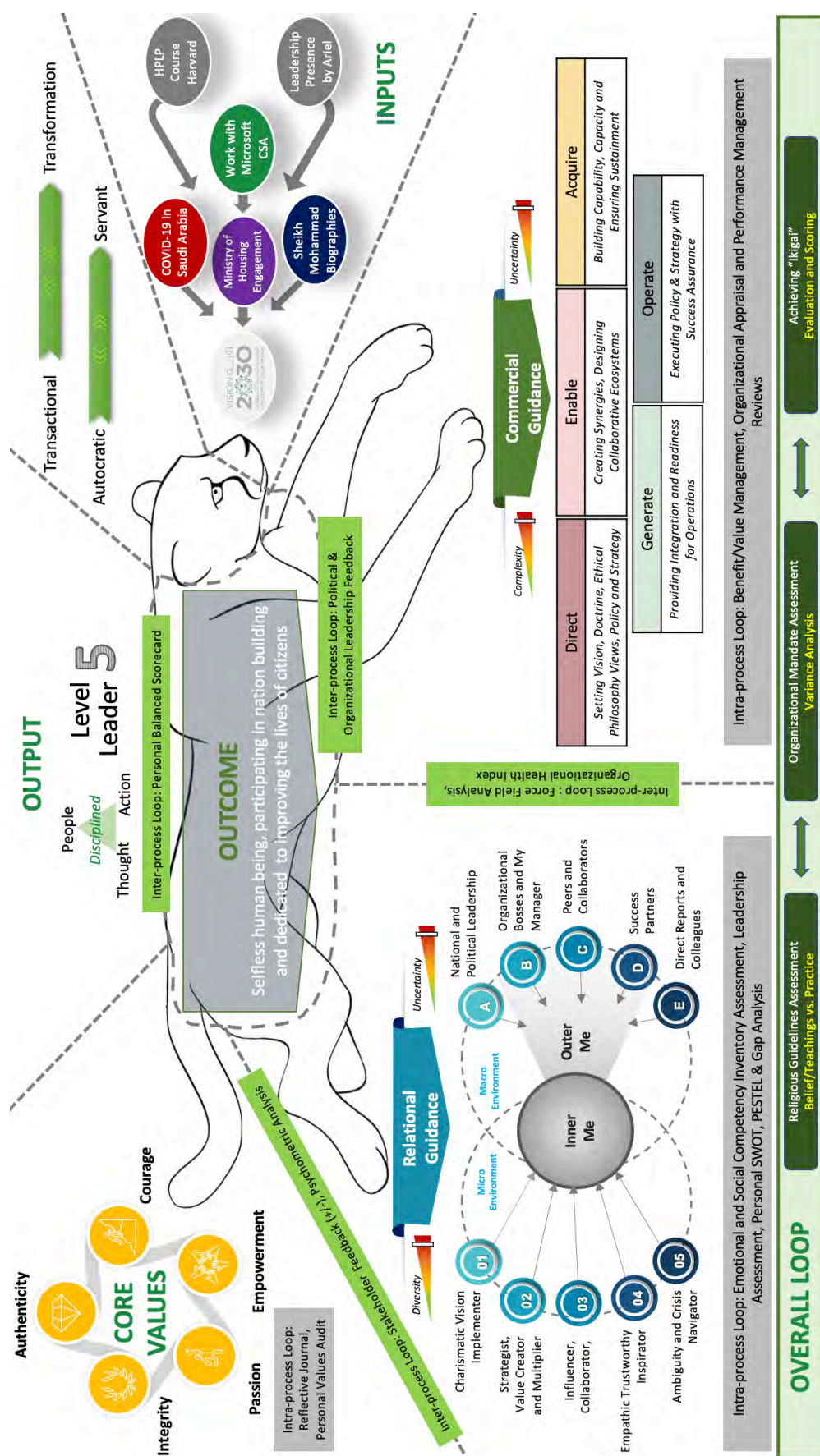
Redesigned Canvas



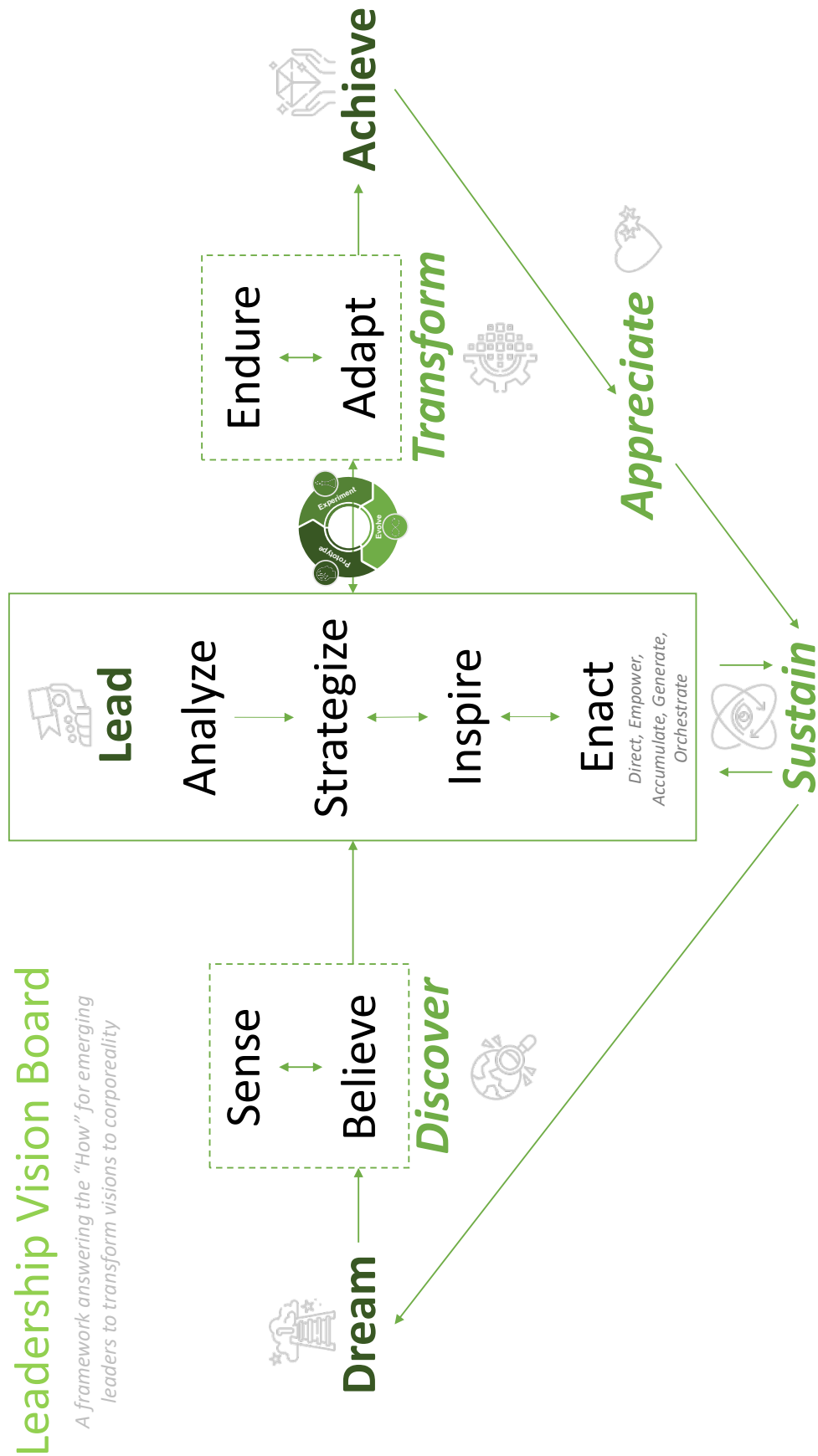
Version 2.0



Version 3.0



Appendix 8 – Conceptual LVB



References

- Abdul Rahman, H., Jarrar, M., & Omira, O. D. (2014). Leadership Styles and Performance of Public Sector Organizations: The Case of Saudi Arabia. *Journal of Business Management and Accounting*, 4, 55–62.
- Adaa. (2023). *Adaa | The National Center for Performance Measurement*. <https://www.adaa.gov.sa/en/about-adaa/>
- AGSL. (2022a). Module 1: The Business Ecosystem. In *DBL704A - Business Leadership Issues*. AGSL.
- AGSL. (2022b). Module 2: Supporting Inquiry Methods. In *DBL 702 - Business Leadership: Case Analysis*. AGSL.
- Al Maktoum, M. B. R. (2012a). *My Vision: Challenges in the Race for Excellence*. Motivate Publishing.
- Al Maktoum, M. B. R. (2012b). *Spirit of the Union: Lecture on the Occasion of the United Arab Emirates 40th National Day*. Motivate Publishing.
- Al Maktoum, M. B. R. (2013). *Flashes of Thought: Inspired by a Dialogue at the Government Summit 2013*. Motivate Publishing.
- Al Maktoum, M. B. R. (2017). *Reflections on Happiness and Positivity*. Explore Publishing.
- Al Maktoum, M. B. R. (2019). *My Story*. Explore Group Limited.
- Albawaba. (2015, March 12). Saudi King pledges response to housing crisis, replaces minister. *Albawaba*.
- Alexander, Larry, & Moore, M. (2021). Deontological Ethics. In E. N. Zalta (Ed.), *Stanford Encyclopedia of Philosophy* (Winter). Metaphysics Research Lab, Stanford University.

- Al-Farsy, F. A. S. (1980). King Faisal and the First Five Year Development Plan. In *King Faisal and The Modernisation of Saudi Arabia*. Routledge.
- Al-Sadhan, A. M. (1980). The Modernisation of the Saudi Bureaucracy. In *King Faisal and the Modernisation of Saudi Arabia* (1st ed.). Routledge.
- Altman, D., Turregano, C., & Hoole, E. (2020). *Developing Leaders in the Public Sector of the Kingdom: Data and Perspectives from the Center for Creative Leadership*.
- Arab News. (2015, January 24). King Abdullah passes away. *Arab News*.
- Arab News. (2017, June 21). Mohammed bin Salman named crown prince. *Arab News*.
- Armandi, B., Oppedisano, J., & Sherman, H. (2003). Leadership Theory and Practice: A Case in Point. *Management Decision*, 41, 1076–1088.
- Azmi, I. (2009). Partnership between the public and private sectors in Saudi Arabia. *International Conference on Administration Development towards Excellence in Public Sector Performance*.
- Baghrmian, M., & Carter, J. A. (2022). Relativism. In E. N. Zalta (Ed.), *Stanford Encyclopedia of Philosophy* (Spring). Metaphysics Research Lab, Stanford University.
- Barton, S. (2021). *The Stanford Encyclopedia of Philosophy* (E. N. Zalta, Ed.; Winter 2021). Metaphysics Research Lab, Stanford University. <https://plato.stanford.edu/archives/win2021/entries/sidgwick/>
- Bass, B. M. (1997). Understanding the Dynamics of Power and Influence in Organizations. In *Concepts of Leadership* (In Vecchio RP, pp. 3–23). University of Notre Dame Press.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership* (1st ed.). Sage Publications.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership* (2nd ed.). Lawrence Erlbaum Associate, Publishers.

- BBC News. (2020, October 6). *Saudi Crown Prince Mohammed bin Salman, power behind the throne*. BBC News.
- Bennett, N., & Lemoine, G. J. (2014). What a difference a word makes: Understanding threats to performance in a VUCA world. *Business Horizons*, 57(3), 311-317. <https://doi.org/10.1016/j.bushor.2014.01.002>
- Bertrand, M., & Schoar, A. (2003). Managing with style: The effect of managers on firm policies. *Journal of Economics*, 118, 1169–1208.
- Bin Salman, M., & AlMudaifer, A. (2021, April 2). *Crown Prince Mohammed bin Salman interview with Saudi journalist Abdullah Al-Mudaifer*. Al Arabiya English. <https://www.youtube.com/watch?v=Y1HfRhHwUc&t=42s>
- bin Saud, B. (2022, August 7). Crown prince's forward thinking holds success to the world. *Arab News*. <https://www.arabnews.com/node/2117206/crown-prince's-forward-thinking-holds-success-world>
- Black, J. S., Gregersen, H. B., & Mendenhall, M. E. (1999). *Globalizing people through international assignments*. Addison Wesley.
- Black, J. S., & Gregerson, H. B. (1999). The right way to manage expats. *Harvard Business Review*, 77(2), 52–63.
- Bok, S. (1995). *Common Values*. University of Missouri Press.
- Brady, D., & Spence, M. (2010). Leadership and politics: A perspective from the growth commission. *Oxford Review of Economic Policy*, 25(2), 205–218.
- Branson, C. M., & Marra, M. (2019). Leadership as a Relational Phenomenon: What This means in Practice. *Research in Educational Administration & Leadership*, 4(1), 81–108. <https://doi.org/10.30828/real/2019.1.4>
- Brennan, J. (2007). The Best Moral Theory Ever: The Merits and Methodology of Moral Theorizing. In *UA Thesis and Dissertations*. The University of Arizona.

- Bright, D. S., & Cortes, A. H. (2019). *Principles of Management*. OpenStax. <https://openstax.org/books/principles-management/pages/5-4-leadership-ethics-at-the-organizational-level>
- Brillat-Savarin, J. (1839). *Physiologie du Gout, ou Meditations de Gastronomie Transcendante* (N). Hachette Livre Bnf.
- Brink, D. (2022). Mill's Moral and Political Philosophy. In E. N. Zalta & U. Nodelman (Eds.), *The Stanford Encyclopedia of Philosophy* (Fall 2022). Metaphysics Research Lab, Stanford University.
- Brown, C. T., Witschey, W. R. T., & Liebovitch, L. S. (2005). The Broken Past: Fractals in Archaeology. *Journal of Archaeological Method and Theory*, 12(1), 37–78. <https://doi.org/10.1007/s10816-005-2396-6>
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17(6), 595–616. <https://doi.org/10.1016/j.leaqua.2006.10.004>
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behaviour and Human Decision Processes*, 97(2), 117–134. <https://doi.org/10.1016/j.obhdp.2005.03.002>
- Brown, M., & Mitchell, M. (2010). Ethical and Unethical Leadership: Exploring New Avenues for Future Research. *Business Ethics Quarterly*, 20(4), 583–616. <https://doi.org/10.5840/beq201020439>
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Bush, T. (2008). From management to leadership: Semantic or meaningful change? *Educational Management Administration & Leadership*, 36(2), 271–288. <https://doi.org/10.1177/1741143207087777>

- Cambridge Dictionary. (2022, August 6). *Cambridge Dictionary | English Dictionary, Translations & Thesaurus*. <https://dictionary.cambridge.org>
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*, 3rd ed. /0 Kim S. Cameron, and Robert E. Quinn. In *John Wiley and Sons*. Jossey-Bass. <https://www.wiley.com/en-au/Diagnosing+and+Changing+Organizational+Culture%3A+Based+on+the+Competing+Values+Framework%2C+3rd+Edition-p-9780470650264>
- Caro, T. M. (1994). *Cheetahs of the Serengeti Plains*. University of Chicago Press.
- CEDA. (2016). *Saudi Vision 2030 Document*. https://www.vision2030.gov.sa/media/rc0b5oy1/saudi_vision203.pdf
- CEDA. (2017). *The Housing Program Delivery Plan*.
- CEDA. (2022). *Overview - Vision 2030*. <https://www.vision2030.gov.sa/v2030/overview/>
- CEDA. (2023). *Vision Realization Programs*. <https://www.vision2030.gov.sa/v2030/vrps/>
- Chan, S. (2001). Complex Adaptive Systems. In *ESD.83 Research Seminar in Engineering Systems* (pp. 1–9).
- Charmaz, K. (2014). *Constructing Grounded Theory* (J. Seaman, Ed.; 2nd ed.). Sage.
- Cheetah.org. (2023). *Homepage • Cheetah Conservation Fund*. <https://cheetah.org/>
- Collins, J. (2001). *Good to Great*. Random House Business Books.
- Conger, J. A., & Ready, D. A. (2004). *Nobody in Charge: Essays on the Future of Leadership*. Jossey-Bass.
- Creswell, J. W. (2013). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. (4th ed.). SAGE.

- Crimmins, J. E. (2021). Jeremy Bentham. In E. N. Zalta (Ed.), *The Stanford Encyclopedia of Philosophy*. <https://plato.stanford.edu/archives/win2021/entries/bentham/>
- Cronin, P., Ryan, F., & Coughlan, M. (2008). Undertaking a literature review: A step-by-step approach. *British Journal of Nursing*, 17(1), 38–43. <https://doi.org/10.12968/bjon.2008.17.1.28059>
- da Cruz, M. R. P., Nunes, A. J. S., & Pinheiro, P. G. (2011). Fiedler's Contingency Theory: Practical Application of the Least Preferred Co-worker (LPC) Scale. *The IUP Journal of Organizational Behaviour*, X.
- Daymon, C., & Holloway, I. (2002). *Qualitative Research Methods in Public Relations and Marketing Communications*. Routledge.
- DeMeuse, K. P. (1986). A compendium of frequently used measures in industrial/organizational psychology. *The Industrial-Organization Psychologist*, 23(2), 53–59.
- Denhardt, R. B. (1991). *Public Administration: An Action Orientation* (1st ed.). Brooks/Cole Publishing.
- Dent, E. B., Higgins, M. E., & Wharff, D. M. (2005). Spirituality and leadership: An empirical review of definitions, distinctions, and embedded assumptions. *The Leadership Quarterly*, 625–653.
- Denzin, N. K. (1978). *Sociological methods: A sourcebook*. McGraw-Hill.
- DGA. (2023). *Establish Authority | Digital Government Authority*. https://dga.gov.sa/en/Establish_Authority
- Driver, J. (2022). The History of Utilitarianism. In E. N. Zalta & U. Nodelman (Eds.), *The {Stanford} Encyclopedia of Philosophy* (Winter 2022). Metaphysics Research Lab, Stanford University. <https://plato.stanford.edu/entries/utilitarianism-history/>

- Drucker, P. F. (1992, September). The New Society of Organizations. *Harvard Business Review*.
- Eacott, S. (2019). Starting Points for a Relational Approach to Organizational Theory: An Overview. *Research in Educational Administration & Leadership*, 4(1), 16–45.
<https://doi.org/10.30828/real/2019.1.2>
- Edgeman, R. L., & Scherer, F. (1999). Systemic leadership via core value deployment. *Leadership & Organization Development Journal*, 20(2), 94–98.
<https://doi.org/10.1108/01437739910259190>
- EIU. (2021, October 20). *Saudi Arabia redoubles industrial development efforts*.
http://country.eiu.com/article.aspx?articleid=681515051&Country=Saudi+Arabia&topic=Economy_1
- Emery, F. E., & Trist, E. L. (1965). The causal texture of organizational environments. *Human Relations*, 18(1), 21–32. <https://doi.org/10.1177/001872676501800103>
- Enke, B., Rodríguez-Padilla, R., & Zimmermann, F. (2022). Moral Universalism: Measurement and Economic Relevance. *Management Science*, 68(5), 3590–3603.
<https://doi.org/10.1287/mnsc.2021.4086>
- Evans, M. G. (1970). The Effects of Supervisory Behaviour on the Path-Goal Relationship. *Organizational Behaviour and Human Performance*, 5, 277–298.
- EY. (2023). *How digital transformation is changing the fabric of a nation*.
https://www.ey.com/en_sa/digital/how-digital-transformation-is-changing-the-fabric-of-a-nation
- Fayed, R. (2022). *Aspirational Leadership*. AGSL at Torrens University.
- Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2019). Individual Factors: Moral Philosophies and Values. In *Business Ethics: Ethical Decision Making and Cases* (12th ed.). CENGAGE.

- Fiedler, F. E. (1964). *A Contingency Model of Leadership Effectiveness* (pp. 149–190). [https://doi.org/10.1016/S0065-2601\(08\)60051-9](https://doi.org/10.1016/S0065-2601(08)60051-9)
- Friedman, T. (2017, November 23). Saudi Arabia's Arab Spring, At Last. *The New York Times*. <https://www.nytimes.com/2017/11/23/opinion/saudi-prince-mbs-arab-spring.html>
- Garcia, H., & Miralles, F. (2017). *Ikigai: The Japanese secret to a long and happy life* (1st ed.). Hutchinson Publishing - Trade.
- Garg, S., & Jain, S. (2013). Mapping Leadership Styles of Public and Private Sector Leaders Using Blake and Mouton Leadership Model. *Drishtikon: A Management Journal*, 4(1), 48–64.
- Gill, M. B. (2021). Lord Shaftesbury [Anthony Ashley Cooper, 3rd Earl of Shaftesbury]. In E. N. Zalta (Ed.), *The Stanford Encyclopedia of Philosophy* (Fall 2021). Metaphysics Research Lab, Stanford University. <https://plato.stanford.edu/archives/fall2021/entries/shaftesbury/>
- Giorgi. (n.d.). Cheetah Running in the Desert. In *Wallpapers.com*. Wallpapers.com. Retrieved August 16, 2023, from <https://wallpapers.com/wallpapers/cheetah-running-in-desert-vs0w9naz4d28zu4v.html>
- Goldberger, A. L., Rigney, D. R., & West, B. J. (1990). Science in Pictures: Chaos and Fractals in Human Physiology. *Scientific American*, 262(2), 42–49. <https://doi.org/10.1038/scientificamerican0290-42>
- GOV.SA. (2023a). *Economical and Development Affairs Council*. https://www.my.gov.sa/wps/portal/snp/agencies/agencyDetails!/ut/p/z1/jZBBTwlxEIV_i4ce2U4ti9Vb0cRkE13MBlh6laXUUrPbQrey8u9t9LRBxbnN5Hsv8x4WuMbCyaM1MlrvZJP2IZisixkbEw6kZIRM4OX-lj08k4ICAF4OgZLm0wQ83ZS8WhCAHlv_6OGX4XBJX2mHi0tQSmHfDgfBsVDeRf0Rcd0qG9cyIDD-OJJGO2V1N9raoFX04YRAKspl-

k8M3cvHYpzcYfw6LxYAVX4GnFwBfyRMQUwd98983dhjKDRdCvOuiQvYd03sW47-4QIOj7PjPem0ZnyrcIfpLsfJcSDkm8b-d1f6JgZ-2SdfzqEw88-XM!!

GOV.SA. (2023b). *Ministry of Defense - Kingdom of Saudi Arabia*. GOV.SA - Unified National Platform.
<https://www.my.gov.sa/wps/portal/snp/agencies/agencyDetails/AC170>

GOV.SA. (2023c). *Ministry of Interior - Kingdom of Saudi Arabia*. GOV.SA - Unified National Platform.
https://www.my.gov.sa/wps/portal/snp/agencies/agencyDetails/AC169/!ut/p/z0/04_Sj9CPykssy0xPLMnMz0vMAfljo8zivQIsTAwdDQz9LQwNzQwCnS0tXPwMvYwNDAz0g1Pz9L30o_ArAppiVOTr7JuuH1WQWJKhm5mXlq8f4ehsaGapX5DtHg4AoJX0ow!!

Grand, S., & Wolff, K. (2020). *The Origins of Vision 2030*.
<https://www.jstor.org/stable/pdf/resrep29468.6.pdf>

Glaser, B. G., & Strauss, A. L. (1967). *The discovery of grounded theory: Strategies for qualitative research*. Aldine Publishing.

Guba, E., & Lincoln, Y. (1994). Chapter 6: Competing Paradigms in Qualitative Research. In *Handbook of Qualitative Research*. Thousand Oaks: Sage Publications.

Guinebert, S. (2020). How do moral theories stand to each other? *Zeitschrift Für Ethik Und Moralphilosophie*, 3(2), 279–299. <https://doi.org/10.1007/s42048-020-00077-1>

Gulati, R. (2022). *Deep Purpose* (1st ed.). Penguin Random House.

Haslam, S. A. (2004). *Psychology in Organizations*. Sage Publications.

HayGroup. (2018). *Feedback Report*.

Henderson, S. (2022, September 27). Saudi King Gives Up Prime Minister Role to Crown Prince. *The Washington Institute for Near East Policy*.

- Hersey, P., & Blanchard, K. (1969). Life-cycle theory of leadership. *Training and Development Journal*, 23, 26–34.
- Hilborn, A., Pettorelli, N., Caro, T., Kelly, M. J., Laurenson, M. K., & Durant, S. M. (2018). Cheetahs modify their prey handling behaviour depending on risks from top predators. *Behavioural Ecology and Sociobiology*, 72(4), 74. <https://doi.org/10.1007/s00265-018-2481-y>
- Hilborn, A., Pettorelli, N., Orme, C. D. L., & Durant, S. M. (2012). Stalk and chase: How hunt stages affect hunting success in Serengeti cheetah. *Animal Behaviour*, 84(3), 701–706. <https://doi.org/10.1016/j.anbehav.2012.06.027>
- Holmes, M. H. (2009). Validating the relevance of leadership in public administration. *International journal of organization theory and behaviour*, 12(2), 254–265.
- House, R. J. (1971). A Path-Goal Theory of Leader Effectiveness. *Administrative Science Quarterly*, 16, 321–338.
- House, R. J. (1996). Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. *The Leadership Quarterly*, 7(3), 323–352. [https://doi.org/10.1016/S1048-9843\(96\)90024-7](https://doi.org/10.1016/S1048-9843(96)90024-7)
- House, R. J., & Mitchell, T. R. (1975). *Path-goal theory of leadership*.
- Hubel, T. Y., Myatt, J. P., Jordan, N. R., Dewhirst, O. P., McNutt, J. W., & Wilson, A. M. (2016). Energy cost and return for hunting in African wild dogs and cheetahs. *Nature Communications*, 7(1), 11034. <https://doi.org/10.1038/ncomms11034>
- Hughes, R., Ginnett, R., & Curphy, G. (2002). Maxims and Theories of Leadership. In *Leadership: Enhancing the Lessons of Experience* (4th ed., pp. 6–8). McGraw-Hill.
- Hunter, L. (2015). *Wild Cats of the World* (1st ed.). Bloomsbury Natural History.
- Ibn Zahir, al-M. (2022). *Love, Death, Fame: Poetry and Lore from the Emirati Oral Tradition*. NYU Press.

- IISD. (2023, May 10). *WHO Declares End to COVID-19 as Global Health Emergency*. <https://sdg.iisd.org/news/who-declares-end-to-covid-19-as-global-health-emergency/>
- Invest Saudi. (2020). *Why Saudi Arabia*.
- Jack, D. W., & Stage, V. C. (2005). Success strategies for expats. *Training and Development Journal*, 59(9), 48–52.
- Jeo, R. M., Schmidt-Küntzel, A., Ballou, J. D., & Sanjayan, M. (2018). Drivers of Habitat Loss and Fragmentation: Implications for the Design of Landscape Linkages for Cheetahs. In *Cheetahs: Biology and Conservation* (pp. 136–148). Elsevier. <https://doi.org/10.1016/B978-0-12-804088-1.00010-1>
- Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed Methods Research: A Research Paradigm Whose Time Has Come. *Educational Researcher*, 33(7), 14–26. <https://doi.org/10.3102/0013189X033007014>
- Jones, M. T., & Millar, C. C. J. M. (2010). About Global Leadership and Global Ethics, and a Possible Moral Compass: An Introduction to the Special Issue. *Journal of Business Ethics*, 93(S1), 1–8. <https://doi.org/10.1007/s10551-010-0622-y>
- Kane, F. (2021, December 20). Frankly Speaking: Groundwork being laid for Gulf economic union by 2025, says GCC chief Nayef Al-Hajraf. *Arab News*. <https://www.arabnews.com/node/1989796/saudi-arabia>
- Kempster, S., & Stewart, J. (2010). Becoming a leader: A co-produced autoethnographic exploration of situated learning of leadership practice. *Management Learning*, 41(2), 205–219. <https://doi.org/10.1177/1350507609355496>
- Khan, G. A. (2015, January 24). The youngest Cabinet minister at 35. *Arab News*. <https://www.arabnews.com/featured/news/694006>
- King, A. S. (1990). Evolution of Leadership Theory. *Vikalpa: The Journal for Decision Makers*, 15(2), 43–56. <https://doi.org/10.1177/0256090919900205>

- Kolb, D. A. (1984). *Experiential Learning: Experience as the Source of Learning and Development*. Prentice-Hall, Inc.
- Lassig, C. (2022). Attributes of Rigorous Grounded Theory Research and Reporting: Illustrations from a Grounded Theory of Adolescent Creativity. *Educational Researcher*, 51(2), 98–108. <https://doi.org/10.3102/0013189X211069571>
- Laurence, J. H. (2011). Military Leadership and the Complexity of Combat and Culture. *Military Psychology*, 23(5), 489–501. <https://doi.org/10.1080/08995605.2011.600143>
- Leister, A., Borden, D., & Fiedler, F. (1977). Validation of Contingency Model Leadership Training: Leader Match. *Academy of Management Journal*, 20(3), 464–470.
- Levy, Y., & J. Ellis, T. (2006). A Systems Approach to Conduct an Effective Literature Review in Support of Information Systems Research. *Informing Science: The International Journal of an Emerging Transdiscipline*, 9, 181–212. <https://doi.org/10.28945/479>
- Lewin, K. (1951). *Field Theory in Social Science: Selected Theoretical Papers* (D. Cartwright, Ed.; 1st ed.). Harper & Brothers.
- Lewrick, M. (2023). *Design Thinking and Innovation Metrics*: (1st ed.). Wiley.
- Ligon, G. S., Hunter, S. T., & Mumford, M. D. (2008). Development of outstanding leadership: A life narrative approach. *The Leadership Quarterly*, 19(3), 312–334. <https://doi.org/https://doi.org/10.1016/j.leaqua.2008.03.005>
- Lincoln, Y., & Guba, E. (1985). Postpositivism and the Naturalist Paradigm. In *Naturalistic Inquiry* (pp. 14–46). Sage.
- Linneberg, M., & Korsgaard, S. (2019). Coding qualitative data: A synthesis guiding the novice. *Qualitative Research Journal*, 19(3), 259–270. <https://doi.org/10.1108/QRJ-12-2018-0012>
- Lumivero. (2023). *NVivo-Lumivero*. <https://lumivero.com/products/nvivo/>

- Malbouisson, C. D. (2007). *Focus on Islamic Issues*.
- Mallick, P. (2020). *Military leadership-the changing paradigm*.
- Marion, R., & Uhl-Bien, M. (2001). Leadership in Complex Organizations. *Management Department Faculty Publications*, 12(4), 389–418.
- Marston, W. M. (2015). *Emotions of Normal People*. Andesite Press.
- Mattila, J. (2016). Military Knowledge Management: Sense-Making, Decision Making and Knowledge Creation. In M. Juha (Ed.), *European Conference on Knowledge Management*; (pp. 1053–1062). Academic Conferences International Limited.
- Mau, T. (2007, June 1). Public-Sector Leadership Distinct? A Comparative Analysis of Core Competencies in the Senior Executive Service. *Third Transatlantic Dialogue: Leading the Future of the Public Sector*.
- Mauro, P. (1995). Corruption and Growth. *The Quarterly Journal of Economics*, 110(3), 681–712.
- McKinsey Global Institute. (2015). *Saudi Arabia beyond oil: the investment and productivity transformation*.
- Mercer. (2019, October 17). *Saudi vision 2030: How reforming a nation will transform the world*. <https://www.mercer.com/our-thinking/saudi-vision2030-how-reforming-a-nation-will-transform-the-world.html>
- Merritt, B. (2016). The Digital Revolution. *Synthesis Lectures on Emerging Engineering Technologies*, 2(4), 1–109. <https://doi.org/10.2200/S00697ED1V01Y201601EET005>
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative Data Analysis: An Expanded Sourcebook*. Sage Publications.
- Mills, M. G. L., Broomhall, L. S., & Toit, J. T. (2004). Cheetah *Acinonyx jubatus* feeding ecology in the Kruger National Park and a comparison across African savanna

habitats: Is the cheetah only a successful hunter on open grassland plains? *Wildlife Biology*, 10(3), 177–186. <https://doi.org/10.2981/wlb.2004.024>

Minichiello, V., Aroni, R., Timewell, E., & Alexander, L. (1990). *In-Depth Interviewing: Researching People*. Longman Cheshire.

Misk. (2023). *Leaders 2030*. <https://misk.org.sa/leaders2030/>

Mitchell, T., Biglan, A., & Fiedler, F. (1970). The Contingency Model: Criticism and Suggestions. *Academy of Management Journal*, 13(3), 253–267.

Mitchell, T. R. (1979). Organizational Behaviour. *Annual Review of Psychology*, 30, 243–281.

Morgan Stanley. (2022). *The Future of Saudi Arabia: Emerging at “Giga” speed*.

Morris, W. E., & Brown, C. R. (2022). *The Stanford Encyclopedia of Philosophy* (E. N. Zalta, Ed.). Metaphysics Research Lab, Stanford University. <https://plato.stanford.edu/archives/sum2022/entries/hume/>

Moseley, A. (n.d.). Egoism. In J. Fieser & B. Dowden (Eds.), *The Internet Encyclopedia of Philosophy*. Retrieved December 21, 2022, from <https://iep.utm.edu/egoism/>

Mughal, F., & Zafar, A. (2011). Experiential Learning from a Constructivist Perspective: Reconceptualizing the Kolbian Cycle. *International Journal of Learning and Development*, 1(2), 27. <https://doi.org/10.5296/ijld.v1i2.1179>

Mustafa, O. (2016). *Proposed Leadership Framework for SPSDA*.

Mustafa, O. (2017). *Tweaked Conceptual Leadership Framework*.

Mustafa, O. (2022a). *DBL 701 - Subject Report*.

Mustafa, O. (2022b). *DBL 702 - Subject Report*.

Mustafa, O. (2022c). *DBL 703 - Subject Report*.

Mustafa, O. (2022d). *My Personal Contingent Leadership Paradigm*.

Naffee, I. (2016, April 24). Vision 2030: Excitement is in the air. *Arab News*.

Nathanson, S. (n.d.). Act and Rule Utilitarianism. In J. Fieser & B. Dowden (Eds.), *Internet Encyclopedia of Philosophy*. Retrieved December 21, 2022, from <https://iep.utm.edu/util-a-r/#H2>

Niblock, T. (2008). Saudi Arabia's Economic Development: Ambitious Visions, Difficult Dilemmas. *Journal of Middle Eastern and Islamic Studies (in Asia)*, 2(2), 13–31. <https://doi.org/10.1080/19370679.2008.12023114>

Northouse, P. G. (2007). *Leadership: Theory and Practice* (4th ed.). Sage Publications, Inc.

Oestreicher, C. (2007). A history of chaos theory. *Dialogues in Clinical Neuroscience*, 9(3), 279–289. <https://doi.org/10.31887/DCNS.2007.9.3/coestreicher>

Opdenakker, R. (2006). Advantages and disadvantages of four interview techniques in qualitative research. *Forum: Qualitative Social Research*, 7(4).

Orwell, G. (2021). *Animal Farm* (1st ed.). Harper Collins Publishers.

Oxford Business Group. (2019). *The Report: Saudi Arabia 2019*.

Paré, G., Trudel, M., Jaana, M., & Kitsiou, S. (2015). Synthesizing information systems knowledge: A typology of literature reviews. *Information & Management*, 52(2), 183–199. <https://doi.org/10.1016/j.im.2014.08.008>

Parsons, T. (1937). *The Structure of Social Action*. Free Press.

Parsons, T. (1951). *The Social System*. Free Press.

- Parsons, T. (1960). *Structure and Process in Modern Societies*. Free Press.
- Pascale, R. T. (1999). Surfing the Edge of Chaos. *MIT Sloan Management Review*.
- Perez, J. R. (2017). Global Leadership and the Impact of Globalization. *Journal of Leadership, Accountability and Ethics*, 14(3).
- Podolny, J. M., Khurana, R., & Hill-Popper, M. (2004). Revisiting the meaning of leadership. *Research in Organizational Behaviour*, 26, 1–36. [https://doi.org/10.1016/S0191-3085\(04\)26001-4](https://doi.org/10.1016/S0191-3085(04)26001-4)
- Prosci. (n.d.-a). *An Introduction to Change Management*. Prosci.
- Prosci. (n.d.-b). *Prosci 3-Phase Process*. Retrieved August 30, 2023, from <https://www.prosci.com/methodology/3-phase-process>
- Rainey, H. G., Fernandez, S., & Malatesta, D. (2021). Leadership, Managerial Roles, and Organizational Culture. In *Understanding and Managing Public Organizations* (6th ed.). Wiley.
- Rashad, M. (2018, May 31). Saudi housing crisis tests Crown Prince's reform drive. *Reuters*.
- Reser, C., & Sarros, J. (2000a). The Practical Utility of Leadership. *Working Paper Series* (Monash University. Department of Management).
- Reser, C., & Sarros, J. (2000b). *The Practical Utility of Leadership* (92/100; Faculty of Business and Economics).
- Ridder, H.-G. (2017). The theory contribution of case study research designs. *Business Research*, 10(2), 281–305. <https://doi.org/10.1007/s40685-017-0045-z>
- Robbers, G. (2007). Saudi Arabia. In *Encyclopedia of World Constitutions* (Vol. 1, p. 791).
- Rose, G. (1982). *Deciphering Sociological Research*. Macmillan.

- Saldana, J. (2013). *The Coding Manual for Qualitative Researchers* (J. Seaman, Ed.; 2nd ed.). Sage.
- Sarniak, R. (2015, August 1). 9 types of research bias and how to avoid them. *Quirk's Media*. <https://www.quirks.com/articles/9-types-of-research-bias-and-how-to-avoid-them>
- Sarros, J., Densten, I. L., & Santora, J. (1999). Leadership Theory and Research. In *Leadership and values: Australian executives and the balance of power, profits, and people*. Harper Collins.
- Sashkin, M. (1988). The Visionary Leader. In *Charismatic Leadership: The Elusive Factor in Organizational Effectiveness* (1st ed., pp. 122–160). Jossey-Bass Publishers.
- Sbaraini, A., Carter, S. M., Evans, R. W., & Blinkhorn, A. (2011). How to do a grounded theory study: A worked example of a study of dental practices. *BMC Medical Research Methodology*, 11(1), 128. <https://doi.org/10.1186/1471-2288-11-128>
- Scharmer, C. O. (2000). Presencing: Learning from the Future as it Emerges. *Conference On Knowledge and Innovation*.
- Schwering, R. E. (2003). Focusing leadership through force field analysis: New variations on a venerable planning tool. *Leadership & Organization Development Journal*, 24(7), 361–370. <https://doi.org/10.1108/01437730310498587/FULL/PDF>
- SDAIA. (2023). *About Us*. <https://sdaia.gov.sa/en/SDAIA/about/Pages/About.aspx>
- Shaver, R. (2021). Egoism. In E. N. Zalta (Ed.), *Stanford Encyclopedia of Philosophy* (Winter). Metaphysics Research Lab, Stanford University.
- Shonhiwa, D. C. (2016). An Examination of the Situational Leadership Approach: Strengths and Weaknesses. *Crosscurrents: An International Peer-Reviewed Journal on Humanities & Social Sciences*, 2(2), 35–40. <https://doi.org/10.36344/ccijhss.2016.v02i02.002>

- Sinclair, U. (2018). *The Jungle*. CreateSpace Independent Publishing Platform.
- Sinno, N. (2019). *The Self-Disruptive Leader - Market Report: Saudi Arabia*.
- Sinnott-Armstrong, W. (2022). Consequentialism. In E. N. Zalta & U. Nodelman (Eds.), *Stanford Encyclopedia of Philosophy* (Winter). Metaphysics Research Lab, Stanford University.
- SlideBazaar. (n.d.). *Blake and Mouton Managerial Grid*. Retrieved April 6, 2023, from <https://slidebazaar.com/items/blake-and-mouton-managerial-grid/>
- Smith, J. C. (2006). *World and its peoples. Middle East, Western Asia, and Northern Africa*. Marshall Cavendish.
- Smith-Eivemark, P. (2002). The Soldier as Servant: A Leadership Paradigm Shift for the 21st Century. *Journal of Military and Strategic Studies*, 5(1).
- SPA. (2016, June 3). *Governance Model for Achieving Saudi Arabia's Vision 2030*. Saudi Press Agency. <https://www.spa.gov.sa/1507337>
- Statistics Times. (2021, September 8). *List of Countries by Sex Ratio*. Statistics Times. <https://statisticstimes.com/demographics/countries-by-sex-ratio.php>
- Strauss, A., & Corbin J. (1998). *Basics of qualitative research: Techniques and procedures for developing grounded theory* (2nd ed.). Sage.
- Sungaila, H. (1990). The New Science of Chaos: Making a New Science of Leadership? *Journal of Educational Administration*, 28(2).
- Tabassum, M., Raziq, M. M., & Sarwar, N. (2023). Toward an overarching multi-level conceptualization of emergent leadership: Perspectives from social identity, and implicit leadership theories. *Human Resource Management Review*, 33(2), 100951. <https://doi.org/10.1016/J.HRMR.2022.100951>

- Taleb, N. (2014). *Fooled By Randomness: The Hidden Role of Chance in Life and in the Markets* (1st ed.). Random House Group.
- Tapscott, D. (1996). *The Digital Economy: Promise and Peril in the Age of Networked Intelligence*. McGraw-Hill.
- Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40–49. <https://doi.org/10.1016/j.lrp.2017.06.007>
- Teitelbaum, J., Ochsenwald, W. L., & Philby, H. St. J. B. (2021). Saudi Arabia. In *Encyclopedia Britannica* (Online). <https://www.britannica.com/place/Saudi-Arabia>
- Templier, M., & Paré, G. (2015). A Framework for Guiding and Evaluating Literature Reviews. *Communications of the Association for Information Systems*, 37. <https://doi.org/10.17705/1CAIS.03706>
- Thomas, J. (1985). Force field analysis: A new way to evaluate your strategy. *Long Range Planning*, 18(6), 54–59. [https://doi.org/10.1016/0024-6301\(85\)90064-0](https://doi.org/10.1016/0024-6301(85)90064-0)
- Tomas, F. (2009). *Decoding the DNA of public and private sector leaders*.
- Torrens. (2020). Human Research Ethics Procedure. In *Responsible Research Conduct Policy* (Issue 1). Torres University Australia.
- Transtel. (2010). *Trans Telecoms Strategic Plan 2010-2015*.
- Trede, F., & Higgs, J. (2009). Framing Research Questions and Writing Philosophically. In *Writing Qualitative Research on Practice* (pp. 13–25). BRILL. https://doi.org/10.1163/9789087909086_003
- Turner, J. R., & Baker, R. (2020). Just doing the do: A case study testing creativity and innovative processes as complex adaptive systems. *New Horizons in Adult Education and Human Resource Development*, 32(2), 40–61. <https://doi.org/10.1002/nha3.20283>

- Turner, J. R., & Baker, R. M. (2019). Complexity Theory: An Overview with Potential Applications for the Social Sciences. *Systems*, 7(1), 4. <https://doi.org/10.3390/systems7010004>
- Uhl-Bien, M., Marion, R., & McKelvey, B. (2007). Complexity Leadership Theory: Shifting leadership from the industrial age to the knowledge era. *The Leadership Quarterly*, 18(4), 298–318.
- Ulrich, D., Zenger, J., & Smallwood, N. (1999). Defining Desired Results. In *Results-Based Leadership* (1st ed., pp. 27–51). Harvard Business Review.
- University of Newcastle. (2022). *Leadership Framework Development Guide*.
- Van Seters, D. A., & Field, R. H. G. (1990). The Evolution of Leadership Theory. *Journal of Organizational Change Management*, 3(3), 29–45. <https://doi.org/10.1108/09534819010142139>
- Vantage Circle. (2022, November 4). *Contingency Leadership Theory and Its Various Models*. <https://blog.vantagecircle.com/contingency-leadership/>
- Vision2030. (2016). *National Transformation Program 2020*.
- Vroom, V. H., & Jago, A. G. (1978). On the Validity of the Vroom-Yetton Model. *Journal of Applied Psychology*, 63, 151–162.
- Vroom, V. H., & Jago, A. G. (1988). *The new leadership: Managing participation in organizations*. Prentice-Hall, Inc.
- Vroom, V. H., & Yetton, P. W. (1973). *Leadership and Decision-Making*. University of Pittsburgh Press. <https://doi.org/10.2307/j.ctt6wrc8r>
- Wasser, B., & Martini, J. (2015). The Next Generation of Leaders in the Gulf. In *The RAND Blog*. Rand Corporation. <https://www.rand.org/blog/2016/02/the-next-generation-of-leaders-in-the-persian-gulf.html>

- Watkins, M. D. (2012, June). How Managers Become Leaders. *Harvard Business Review*.
- Wengraf, T. (2001). *Qualitative Research Interviewing*. SAGE Publications, Ltd.
<https://doi.org/10.4135/9781849209717>
- Whitehead, J. (2023, March 29). Yasir Al-Rumayyan: A life of power, privilege, and risk for golf's most powerful man. *The Athletic (Part of The New York Times)*.
- Wikipedia. (2023). Saudi Arabia. In *Wikipedia*. Wikipedia.
https://en.wikipedia.org/wiki/Saudi_Arabia
- Williams, M. S. (2008). *Moral Universalism and Pluralism* (H. S. Richardson, Ed.; eBook). NYU Press.
- Willis, S., Clarke, S., & O'Connor, E. (2017). Contextualizing leadership: Transformational leadership and Management-By-Exception-Active in safety-critical contexts. *Journal of Occupational and Organizational Psychology*, 90(3), 281–305.
<https://doi.org/10.1111/joop.12172>
- Wilson, A. M., Lowe, J. C., Roskill, K., Hudson, P. E., Golabek, K. A., & McNutt, J. W. (2013). Locomotion dynamics of hunting in wild cheetahs. *Nature*, 498(7453), 185–189. <https://doi.org/10.1038/nature12295>
- Wirick, D. W. (2011). *Public-sector project management: Meeting the challenges and achieving results*. Wiley.
- Yin, R. K. (2018). *Case Study Research and Applications: Design and Methods* (6th ed.). Sage.
- Yin, R. K., Bateman, P. G., & Moore, G. B. (1983). *Case Studies and Organizational Innovation: Strengthening the Connection*. COSMOS Corporation.
- Yukl, G. (1971). Toward a behavioural theory of leadership. *Organizational Behaviour and Human Performance*, 6(4), 414–440. [https://doi.org/10.1016/0030-5073\(71\)90026-2](https://doi.org/10.1016/0030-5073(71)90026-2)

Yukl, G. (1981). *Leadership in Organizations*. Prentice-Hall.

Yukl, G. (1982). *Managerial Leadership and the Effective Principle*.

AUG
2024

Supporting Portfolio for the Leadership Critique

- STRICTLY CONFIDENTIAL -

FOR VIEWING ONLY BY RELATED ACADEMIC PERSONNEL OF TORRENS UNIVERSITY AND AUSTRALIAN GRADUATE SCHOOL OF LEADERSHIP, INCLUDING THEIR APPOINTED EXTERNAL EXAMINERS FOR GRADING PURPOSES.

DBL 710 LEADERSHIP SUPPORT PORTFOLIO

STUDENT NAME: OMAIR MUSTAFA

STUDENT #: A00090846

SUPERVISOR: Professor Khimji Vaghjiani

TORRENS UNIVERSITY | AUSTRALIAN GRADUATE SCHOOL OF LEADERSHIP

Table of Contents

<i>Leadership Support Portfolio Overview</i>	<i>3</i>
<i>1. Ministry of Interior</i>	<i>4</i>
I. Digital Transformation of Citizen Services for Vision 2030	6
II. Submission to Establish A.I. Center of Excellence	18
<i>2. Ministry of Housing</i>	<i>22</i>
I. Housing Vision Realization Program	24
II. Corporatization & Establishment Project Charter	62
<i>3. Ministry of Defence</i>	<i>80</i>
I. Enterprise Risk Management Policy [Redacted]	82
II. Enhancing Employee Experience Workshop [Redacted]	93
III. Research Report on Employee Attrition [Redacted]	99
<i>4. Nuclear & Radiological Regulatory Commission</i>	<i>103</i>
I. Strategic Plan for Establishment	105
<i>5. Saudi Paralympic Swimming Federation</i>	<i>115</i>
I. Strategic Plan for 2023-2025	117
<i>6. House of Wishes</i>	<i>167</i>
I. Pitch Deck to Investors	169
<i>7. Leadership Evaluations for the Doctorate Program</i>	<i>179</i>
I. DISC Personality Test	181
II. Leadership Psychometry Test	194
III. Enneagram of Personality	196
IV. Personal Values Assessment	220
V. Leadership Skills Test	240
VI. Myers-Briggs Type Indicator	251

8. Leadership Development Programs	254
I. Harvard Business School	256
II. London Business School.....	263
III. University of New South Wales	264

Executive Summary

Leadership Support Portfolio Overview

This Leadership Supporting Portfolio is a catalogued collection of original and significant materials relevant to organisational leadership in the roles the researcher has served and defined in Chapter 2 of the Leadership Critique.

These materials have been authored / co-authored / contributed to over an extended period of time by the researcher, all of which are referenced within the Leadership Critique and are used to support various positions adopted. The leadership development courses that the researcher has undertaken have also been included as part of the portfolio of evidence.

1. Ministry of Interior

Material Type(s)

	Written articles in refereed and non-refereed journals.	1.1	Corporate/strategic plans.
	Authored books and book chapters.		Leadership development programs.
	Composed electronic web documents.	1.2	Submissions to government.
	Addresses at meetings (e.g., to Conferences, Board meetings, shareholders meetings).		Professional development workshops
	Public lectures.		Leadership reports.
	Presentations as a guest speaker in professional societies or community organisation meetings.		Leadership evaluations.
	Articles in newsletters and magazines.		Annual reports indicating contributions of the DBL participant
	Performance agreements and management plans.		Research reports
	Corporate policy documents.		Other

Material Overall Brief

The material(s) presented herein are related to the work of the leader in the Ministry of Interior from May 2015 till May 2017 as an employee and a thought note based proposal that the researcher submitted to the Senior Vice President of Shared Services in April of 2023.

The material(s) included are briefed hereunder:

1.1

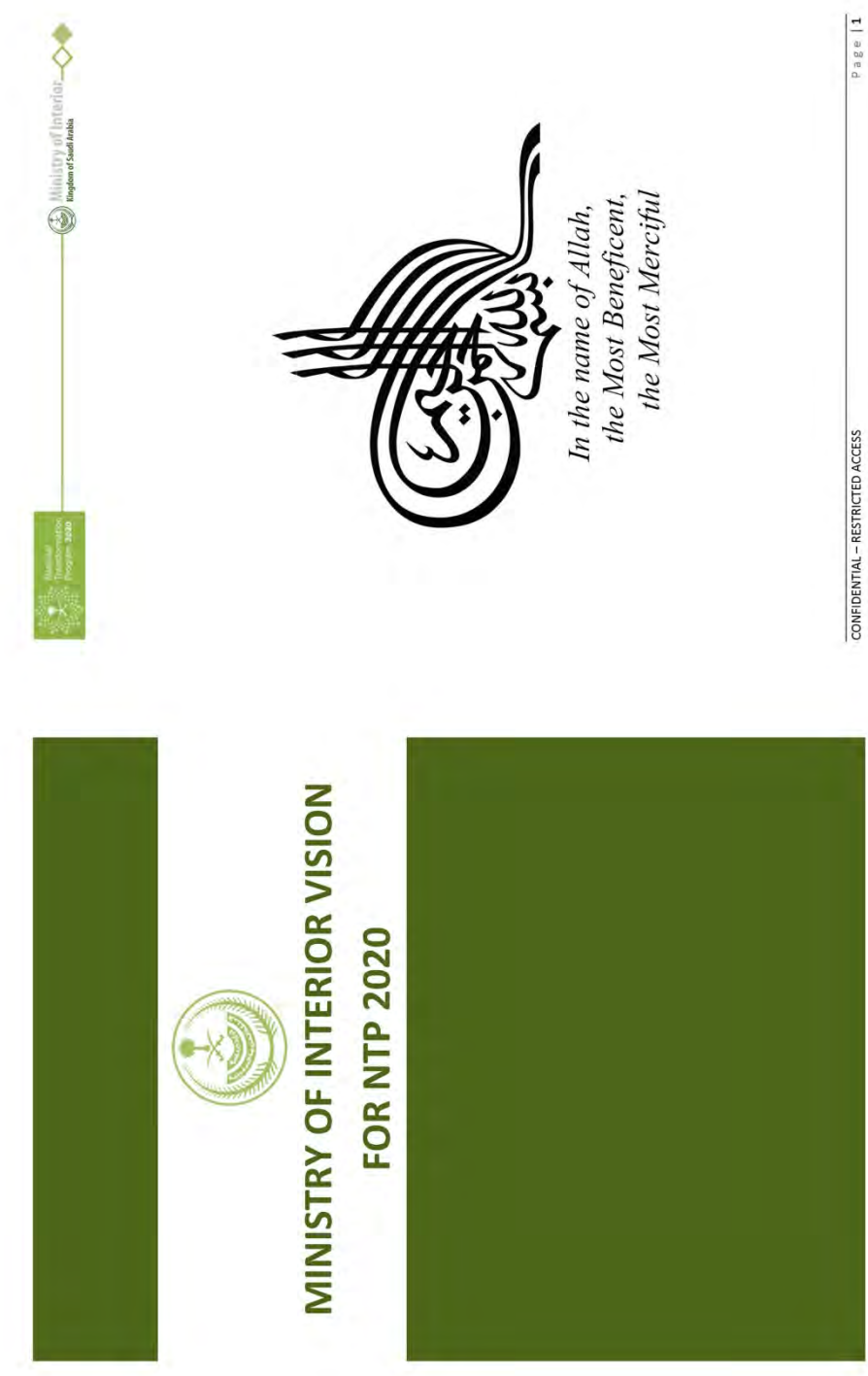
A strategic plan for the digital transformation of citizens services under the National Transformation Program of Vision 2030 is provided. This document is internal, unpublished, and entirely authored by the researcher.

Other documents, detailing other deliverables and the work completed during the employment cannot be shared, even for academic purposes, due to sensitivity of the nature of included information and disclosure restrictions.

1.2

A submission was made to the Ministry of Interior after extensive discussions with their leadership team to establish an Artificial Intelligence Center of Excellence, to further bolster the internal capability and capacity to improve the citizen service delivery. This document is internal, unpublished, and co-authored by the researcher by support from his colleagues.

I. Digital Transformation of Citizen Services for Vision 2030



DOCUMENT CONTROL

Document Title	MINISTRY OF INTERIOR VISION FOR NTP 2020	
FILE NAME	MOI_SPSDA_MIFON_NTP2020_D2.docx	

Ver	Rev	Status	Author	Reviewed By	Approved By	Office of Origin	Date
0	1	Draft	OMMN	NMA	--	MIFON	12/11/16
0	2	Draft	OMMN	NMA	--	MIFON	14/11/16

Cover Page	1
Table of Contents	1
List of Tables	0
List of Figures	0
Appendix	0

Cover Page	1
Table of Contents	1
List of Tables	0
List of Figures	0
Appendix	0

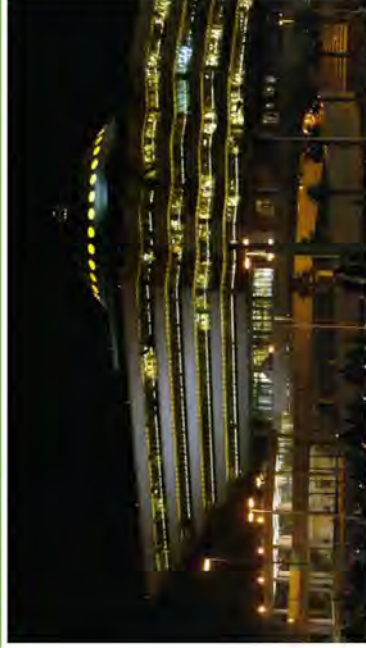


His Majesty King Salman bin Abdulaziz



His Royal Highness Prince Mohammed bin Naif

1. THE MINISTRY OF INTERIOR	5
1.1. BACKGROUND	5
1.2. ORGANIZATIONAL OBJECTIVES OF THE MOI	5
1.3. MOI KEY SECTORS	6
2. VISION OF THE LEADERSHIP	7
2.1. VISION 2030	7
2.2. THE GOVERNANCE MODEL	7
3. PREPARING THE NATION FOR 2030	8
3.1. NATIONAL TRANSFORMATION PROGRAM 2020	8
3.2. OPERATIONAL MODEL OF NTP 2020	8
3.3. FUNDING OF NTP 2020	9
4. STRATEGIC DIGITAL TRANSFORMATION PLAN	10
4.1. IDENTIFYING THE CHALLENGES AND ESTABLISHING INTERIM 2020 TARGETS	11
4.2. DEVELOPING INITIATIVES DESIGNED TO REACH STRATEGIC OBJECTIVES	12
4.3. DEVELOPING AN IMPLEMENTATION PLAN FOR THE INITIATIVES	13
4.4. PROMOTING TRANSPARENCY IN THE PUBLICATION OF TARGETS AND OUTCOMES	16
4.5. AUDITING, CONTINUALLY IMPROVING	20
4.6. AUDITING	20
4.7. CONTINUOUSLY IMPROVING - BALANCE SCORE CARD	21
5. GOVERNANCE OF THE STRATEGIC DIGITAL TRANSFORMATION PLAN	22
6. FINAL WORDS	23



1.1. BACKGROUND

The founder of the Kingdom, late King Abdulaziz has established peace, stability and security nationwide in accordance with Islamic Sharia laws. He has put an end to political unrest, tribal conflicts and statelessness caused by absence of a powerful central government. His sons followed suit have developed the country further, adding to its stability and security. They paved the way for tremendous cultural and technological achievements in all fields all over the Kingdom.

The Ministry of Interior (MOI) bears the responsibility to serve citizens and residents, achieving security, stability, and tranquility. The history and formation of the MOI and its various sections passed through phases of administrative development and organization. Following is a historical development of the MOI.

1.2. ORGANIZATIONAL OBJECTIVES OF THE MOI

- Achieve security and stability Kingdom-wide, provide tranquility and safety for the citizens and fight against all means of crime to ensure the safety of Saudi society and its development.
- Ensure safety of Pilgrims in order to perform their rituals safely.
- Reinforce security relationships with neighboring Arab countries and cooperate with the Countries of Gulf Cooperation Council (GCC), to maintain safety in the Kingdom and abroad, control crime and drug

smuggling, exchange security information, organize citizenship regulations and systems and other miscellaneous issues.

Reinforce security cooperation with Arab countries to protect cultural possessions and achievements, support internal and external security, control crime, terrorism and drug smuggling and develop Arab security institutions.

1.3.MOI KEY SECTORS

1. General Directorate of Public Security
2. General Directorate of Civil Defence
3. General Directorate of Border Guard
4. Special Security Forces
5. General Directorate of Passports
6. General Department of Mujahideen
7. National Information Centre
8. Command and Control Centre
9. General Administration of Technical Affairs
10. General Administration for Wire and Wireless Communications
11. High Commission for Industrial Security
12. General Directorate of Investigation
13. Development Projects Center
14. Interpol Contact Administration
15. General Administration of Military Affairs
16. King Fahd Security College

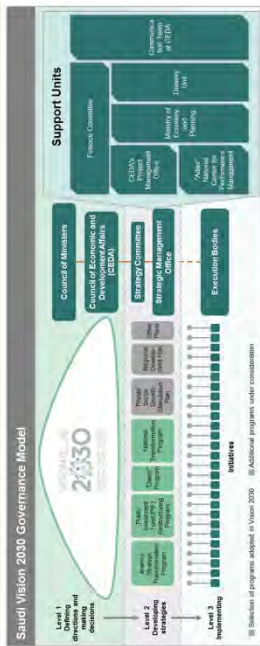
2. VISION OF THE LEADERSHIP

2.1. VISION 2030

The Saudi Government has outlined a comprehensive and ambitious Vision for Saudi Arabia until the year 2030. To achieve these aspirations and hopes, the government has already launched many transformative programs that have paved the way for the Vision and will help the Kingdom achieve its goals. The most relevant one's to the MOI include, but are not limited to the following:

- The Government Restructuring Program
- The Strategic Directions Program
- The Fiscal Balance Program
- The Project Management Program
- The Regulations Review Program
- The Performance Measurement Program
- The Human Capital Program
- The National Transformation Program
- The Strategic Partnerships Program
- The Program For Strengthening public Sector Governance

9.2.2. THE GOVERNANCE MODEL



3. PREPARING THE NATION FOR 2030

3.1. NATIONAL TRANSFORMATION PROGRAM 2020

In order to build the institutional capacity and capabilities needed to achieve the ambitious goals of "Saudi Arabia's Vision 2030", the National Transformation Program (NTP) 2020 was launched across 24 government bodies operating in the economic and development sectors in its first year. It is notable that the program's strategic objectives are linked to interim targets for the year 2020. Furthermore, the first phase of initiative implementation will be launched in 2016 and will be followed every year by phases involving more public bodies.

The program uses innovative methods to identify challenges, seize opportunities, adopt effective planning tools, activate the role of the private sector, bring about implementation, and evaluate performances. It has also determined the interim targets for some of the Vision's strategic objectives to ensure the establishment of a solid foundation for government action and the continuity of innovative planning, implementation, and follow-up methods on the national level. These Objectives are:

- Identifying the strategic objectives and targets of participating entities.
- Translating strategic objectives into initiatives for the participating entities.
- Promoting joint action toward the achievement of common national goals including: Contributing to Job Creation, Strengthening Partnerships with the Private Sector, Maximizing Local Content and Digital Transformation.

3.2. OPERATIONAL MODEL OF NTP 2020



3.3. FUNDING OF NTP 2020

It is estimated the total cost of the NTP to be borne by both the public and private sector will be SR447 billion. The total budgeted government cost for NTP initiatives equals SR268.4 billion, with the private sector targeted to contribute the remaining 40 percent, or SR179 billion.

Public funding for these initiatives will utilize previous budget allocations as well as new spending from the budget.

4. STRATEGIC DIGITAL TRANSFORMATION PLAN

In the coming decade, several factors—an aging working population, the rise and explosive demographic growth of the young Millennials, budget shortfalls, and ballooning entitlement spending—is reshaping the way Saudi government delivers service, but the introduction of new digital technologies is likely to be the most important factor of all. Truly transforming government through the power of digital technologies is a journey that the MOI has embarked on to achieve Vision 2030 via implementing key objectives of the NTP 2020.



VISION
PERVASIVE USE OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS TOWARDS A CITIZEN CENTRIC AND WHOLE-OF-GOVERNMENT APPROACH FOR PUBLIC SERVICE

MISSION
TO PROVIDE SEAMLESS ONLINE SERVICES TO THE EMPLOYEES, CITIZENS, BUSINESSES AND OTHER GOVERNMENT ENTITIES THROUGH A TECHNOLOGICALLY ADVANCED INTEGRATED PUBLIC SERVICE

4.1. IDENTIFYING THE CHALLENGES AND ESTABLISHING INTERIM 2020 TARGETS

The MOI's Transformation will encompass the comprehensive collaborative changes that it has already started to undergo to evolve and align itself to the changing national landscape, a paradigm shift in thinking universally impacting the organizational design, strategy, people, service, process, governance, technology, tools and systems resulting in newer models, better performance, faster time to adopt and sustained strategic growth.

STRATEGIC GOALS

Approaching 2020, the following strategic goals shall be achieved:

- 1 DIGITIZATION:** Extend the MOI's government systems to other public sector organizations and to the private sector through electronic data interchange networks and working in-line with the Vision and Transformation Program to transform the Kingdom of Saudi Arabia into an "Intelligent Country".
- 2 CAPABILITY & CAPACITY:** Establish Information Technology and Telecommunications as a key area of growth, boost performance and enhance quality and coverage of service in all its sectors, departments and agencies.
- 3 HUMAN CAPITAL:** Enable each individual working with the MOI under its various organizations, to become more efficient and productive, through Information Technology and Telecommunications by creating and realizing new possibilities by bringing together the power of computing, communications and content.
- 4 KNOWLEDGE MANAGEMENT:** Effective Knowledge Management across all organizations of MOI by implementing a range of practices to identify, create, represent, and distribute knowledge under digitization initiatives to translate existing library holdings whether in print, graphical, audio, video or combination of all, into digital format.
- 5 GOVERNANCE:** Improve Information Technology and Telecommunications Governance by advocating and clarifying governance for employees, citizens, government and businesses with the aim to "service to the public sector" and "efficient government".
- 6 CLIENT SATISFACTION:** Improving Customer Satisfaction by creating the ability to answer information centric customer demands wherever they are, and by using the channel and device of their choice, to make and leave a positive impact in their experience.

CHALLENGES

Digital transformations require changes, to both processes and systems that are more challenging to implement in the public sector than in the private sector. MOI faces a number of challenges that it has strategized to overcome.



4.2. DEVELOPING INITIATIVES DESIGNED TO REACH STRATEGIC OBJECTIVES

There is a saying "A smooth sea never made a skillful sailor". Big is the challenge, so is the opportunity. While digital transformation in the government sector is particularly challenging, a number of successful government initiatives show that by translating private-sector best practices into the public context it is possible to achieve broader and deeper public-sector digitization.

CONFIDENTIAL – RESTRICTED ACCESS

Page | 12

MOI OBJECTIVE	STRATEGIC INITIATIVE
DIGITIZATION	i. Integrated Planning ii. Developing the Digital Channels iii. Amalgamating the Non-Digital Channels iv. Embedding Trust and Security in Information and Data Networks
CAPABILITY & CAPACITY	i. Re-organizing and Unifying Capability ii. Accelerating the Uptake of Common and Shared Capabilities iii. Completing Underlying Infrastructure and Architecture Needs iv. Augmenting the Service Design
HUMAN CAPITAL	i. Building Work Force Capability ii. Developing Leadership iii. Encouraging Collaborating, Communicating and Engaging
KNOWLEDGE MANAGEMENT	i. Developing Information and Knowledge Governance Capability ii. Unlocking the Value of Information
GOVERNANCE	i. Enhancing Information Technology and Telecommunication Governance ii. Establishment of Assurance System
CLIENT SATISFACTION	i. Develop and Implement Monitoring of Key Performance Indicators to Assess and Manage Performance and Satisfaction

KEY STEPS FOR IMPLEMENTING THE INITIATIVES

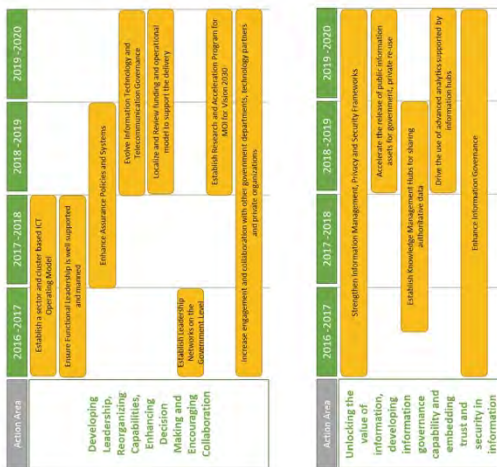
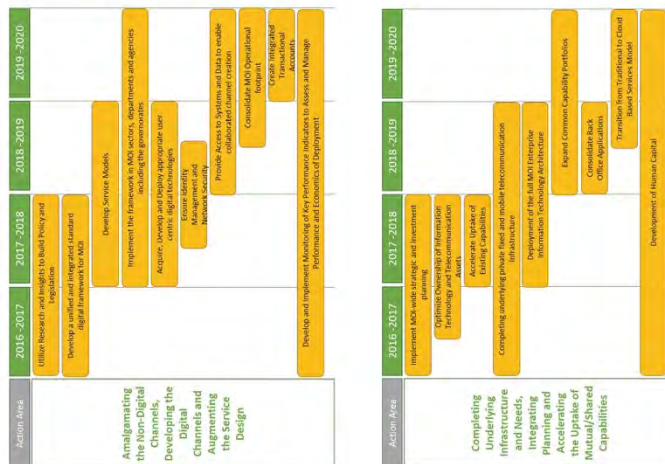
1. Winning Government-wide and MOI-deep commitment to specific digital targets.
2. Conducting a gap analysis and Using an Agile approach
3. Establishing MOI-wide coordination of IT investments.
4. Leveraging globally competitive Information Technology and Telecommunications industry offerings and establish public private partnerships.
5. Redesigning processes and systems with the end user in mind.
6. Strengthening the infrastructure and Widening its Coverage Spans
7. Developing a technology savvy workforce and competitive manpower
8. Using emerging technologies and analytics to improve decision making
9. Enhancing the Service Delivery Platforms and Systems and Improving Operational Performance and Management
10. Strengthening Information Technology and Telecommunication Governance
11. Protecting critical infrastructure and confidential data.
12. Establishing Centers of Excellence and collaborating with Local and International Research Institutes/Organizations for Accelerated Learning and Continuous Development of Human Capital.



CONFIDENTIAL – RESTRICTED ACCESS

Page | 13

4.3. DEVELOPING AN IMPLEMENTATION PLAN FOR THE INITIATIVES



While the action plan outlines a full four years life cycle of continuously increasing actions, the plan will be evaluated annually, so that a rolling year plan is constantly updated and maintained, with the coming years actions always being clearly articulated, mandates reviewed, and delivery accountabilities assigned. MOI and the Strategic Planning and Security Agency's alignment with the action plan will be built into four-year business planning processes.

4.4. PROMOTING TRANSPARENCY IN THE PUBLICATION OF TARGETS AND OUTCOMES

MOI Strategic Objective					
Relevant Vision 2030 Objective					
1. DIGITIZATION					
- Developed Digital Infrastructure - Developing our Cities - Improving our Society - Integrating Regionally and Internationally					
Sl#	KPI	Baseline 2020	Target 2030	Unit	Global Benchmark
1	Percentage of current initiatives in-line with the Digital Transformation Plan.	Calculation in Progress	Under Study	Percentage	Under Study
2	Percentage of assets, targets, processes, framework and resources reviewed for planning	Calculation in Progress	Under Study	Percentage	Under Study
3	Lead Time To Change Execution	Calculation in Progress	Under Study	Index	Under Study
4	Percentage of Planned vs Unplanned changes	Calculation in Progress	Under Study	Percentage	Under Study
5	Percentage of service requests remaining in Planned status.	Calculation in Progress	Under Study	Percentage	Under Study
6	Percentage of strategic objectives achieved as per plan	Calculation in Progress	Under Study	Percentage	Under Study
7	Number of projects using "Agile" techniques, by department	Calculation in Progress	Under Study	Number	Under Study
8	Percentage of budgeting that are aligned with agreed standards	Calculation in Progress	Under Study	Percentage	Under Study
9	Percentage of procurement that are aligned with agreed standards	Calculation in Progress	Under Study	Percentage	Under Study
10	Percentage of resourcing that is aligned with agreed standards	Calculation in Progress	Under Study	Percentage	Under Study
11	Percentage take up of digital channels	Calculation in Progress	Under Study	Percentage	Under Study
12	Reduction in the number of non-digital channels	Calculation in Progress	Under Study	Percentage	Under Study
13	Percentage of transactions successfully completed digitally	Calculation in Progress	Under Study	Percentage	Under Study
14	Percentage of government consultations	Calculation in Progress	Under Study	Percentage	Under Study
15	Number of government consultations utilizing digital channels	Calculation in Progress	Under Study	Number	Under Study
16	Cost per successful transaction per channel	Calculation in Progress	Under Study	Number	Under Study
17	Take up by departments of the guidance on accessing the internet and social media channels	Calculation in Progress	Under Study	Percentage	Under Study
18	Number of Active MOI Mobile App Users	Calculation in Progress	Under Study	Number	Under Study
19	Number of Active MOI Portal and Website Users	Calculation in Progress	Under Study	Number	Under Study

CONFIDENTIAL – RESTRICTED ACCESS

3. CAPACITY AND CAPABILITY

MOI Strategic Objective					
Relevant Vision 2030 Objective					
- Shared Services to our Government Agencies - Agility for Small and Medium-Sized Enterprises - Supporting our Economic Capabilities - Supporting our National Capabilities - Supporting our Regional Capabilities - Supporting our Global Capabilities					
Sl#	KPI	Baseline 2020	Target 2030	Unit	Global Benchmark
1	Total number of reusable assets contributed by organizations	Calculation in Progress	Under Study	Number	Under Study
2	Total number of instances of reuse of infrastructure and architecture	Calculation in Progress	Under Study	Number	Under Study
3	Total number of shared services and solutions	Calculation in Progress	Under Study	Number	Under Study
4	Total value of Information Technology and Telecommunications software procurement	Calculation in Progress	Under Study	Number	Under Study
5	Total value of Information Technology and Telecommunications hardware and equipment procurement	Calculation in Progress	Under Study	Number	Under Study
6	Number of active information technology and telecommunications procurements	Calculation in Progress	Under Study	Number	Under Study
7	Time to deliver information technology and telecommunications procurements	Calculation in Progress	Under Study	Number	Under Study
8	Percentage of sites and locations served on Private Network	Calculation in Progress	Under Study	Percentage	Under Study
9	Percentage of capacity added to the network	Calculation in Progress	Under Study	Percentage	Under Study
10	Percentage of utilization of capacity of the network	Calculation in Progress	Under Study	Percentage	Under Study
11	Exactness of Capacity Forecast	Calculation in Progress	Under Study	Percentage	Under Study
12	Total Planned and Unplanned Capacity	Calculation in Progress	Under Study	Percentage	Under Study
13	Incidents due to capacity shortage	Calculation in Progress	Under Study	Number	Under Study
14	Incidents due to technology shortcoming	Calculation in Progress	Under Study	Number	Under Study
15	Savings in rented / leased infrastructure	Calculation in Progress	Under Study	Percentage	Under Study
16	Savings on common and shared infrastructure	Calculation in Progress	Under Study	Percentage	Under Study
17	Overall Systems and Service Availability	Calculation in Progress	Under Study	Percentage	Under Study
18	Number of New Services Introduced for Citizens, Businesses and Governments	Calculation in Progress	Under Study	Number	Under Study
19	Fulfillment of Planned Service Levels	Calculation in Progress	Under Study	Under Study	Under Study

CONFIDENTIAL – RESTRICTED ACCESS

MOI Strategic Objective					
Relevant Vision 2030 Objective					
3. HUMAN CAPITAL					
- Empowering our Society - Learning for Working - Providing Equal Opportunities - Attracting the Talents We Need - Education Leading to Economic Growth					
Sr	KPI	Baseline	Target 2020	Unit	Global Benchmark
1	New Positions Created	Calculation in Progress	Under Study	Number	Under Study
2	Number of Applications Received	Calculation in Progress	Under Study	Number	Under Study
3	Percentage of Positions Filled Internally	Calculation in Progress	Under Study	Percentage	Under Study
4	Percentage of Position Filled by New Applicants	Calculation in Progress	Under Study	Percentage	Under Study
5	Diversity of New Hires	Calculation in Progress	Under Study	Ratios	Under Study
6	Diversity of Total Workforce	Calculation in Progress	Under Study	Ratios	Under Study
7	Training Penetration Rate	Calculation in Progress	Under Study	Percentage	Under Study
8	Total Hours of Training Attended	Calculation in Progress	Under Study	Number	Under Study
9	Percentage of Performance Evaluations Completed on Time	Calculation in Progress	Under Study	Percentage	Under Study
10	Absenteeism Rate	Calculation in Progress	Under Study	Percentage	Under Study
11	Employee Retention Rate	Calculation in Progress	Under Study	Ratio	Under Study
12	Employee Satisfaction Index	Calculation in Progress	Under Study	Index	Under Study

MOI Strategic Objective					
Relevant Vision 2030 Objective					
4. KNOWLEDGE MANAGEMENT					
- Empower Employees - Share Services to our Government Agencies - Effective E-Government					
Sr	KPI	Baseline	Target 2020	Unit	Global Benchmark
1	Number of MOI Departmental Communities of Practice actively producing new knowledge Management initiatives at a functional or cross-functional level	Calculation in Progress	Under Study	Number	Under Study
2	New Knowledge Management Initiatives that enhance the organization's knowledge assets	Calculation in Progress	Under Study	Number	Under Study
3	Percentage of required changes satisfactorily implemented	Calculation in Progress	Under Study	Percentage	Under Study
4	Year-on-year increase in the number of synchronized activities	Calculation in Progress	Under Study	Percentage	Under Study
5	Year-on-year increase in the number of business processes	Calculation in Progress	Under Study	Percentage	Under Study

CONFIDENTIAL – RESTRICTED ACCESS

6	Year-on-year improvement in the speed of business processes	Calculation in Progress	Under Study	Number	Under Study
7	Percentage of Completion for recurrent work	Calculation in Progress	Under Study	Percentage	Under Study
8	Year-on-year increase in the stock of knowledge assets	Calculation in Progress	Under Study	Percentage	Under Study
9	Percentage of employees engaged in a planned two year job rotation scheme	Calculation in Progress	Under Study	Percentage	Under Study
10	Year-on-year increase in employee satisfaction with inter-departmental collaboration	Calculation in Progress	Under Study	Percentage	Under Study
11	Year-on-year increase in employee perception of managerial collaboration	Calculation in Progress	Under Study	Percentage	Under Study

MOI Strategic Objective					
Relevant Vision 2030 Objective					
5. GOVERNANCE					
- Strengthening Public Sector Governance - Regulations Review - Effective E-Government and Project Management Offices - Increasing Spending Efficiency and Committing to Efficient Spending and Balanced finances					
Sr	KPI	Baseline	Target 2020	Unit	Global Benchmark
1	Number of departments with a departmental Information Technology and Telecommunication strategy	Calculation in Progress	Under Study	Number	Under Study
2	Percentage of departments agreed to the approved set of MOI's Digital strategy and architecture area, approved and published	Calculation in Progress	Under Study	Percentage	Under Study
3	Percentage of requests, per reference architecture area, approved and published	Calculation in Progress	Under Study	Number	Under Study
4	For each approved framework, the percentage of departments that have adopted/have an implementation approach for the adoption of the framework	Calculation in Progress	Under Study	Percentage	Under Study
5	Number of technical standards, per reference architecture area, approved and published	Calculation in Progress	Under Study	Number	Under Study
6	For each approved standard, the percentage of departments that have adopted/have an implementation approach for the adoption of the standard	Calculation in Progress	Under Study	Percentage	Under Study
7	Percentage of Projects and Initiative Completed on Budget	Calculation in Progress	Under Study	Percentage	Under Study
8	Ratio of percentage growth of Digital Transformation budget versus percentage achievement of Plan	Calculation in Progress	Under Study	Ratio	Under Study
10	Ratio of percentage growth of Digital Transformation budget versus percentage improvement in performance	Calculation in Progress	Under Study	Ratio	Under Study

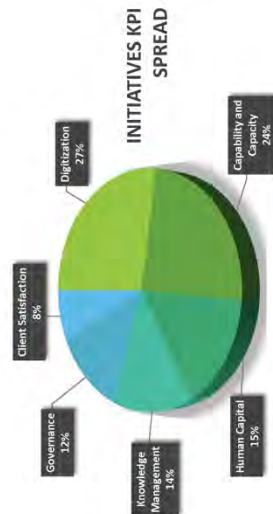
CONFIDENTIAL – RESTRICTED ACCESS

6. CLIENT SATISFACTION					
Relevant Vision 2030 Objective					
- Performance Measurement - Enhancing Transparency - Engaging Everyone					
Sr	KPI	Baseline	Target 2030	Unit	Global Benchmark
1	Citizen Satisfaction with MOI Communication	Calculations in Progress	Under Study	Percentage	Under Study
2	Percentage of Changes Initiated and Completed by Customer Feedback	Calculations in Progress	Under Study	Percentage	Under Study
3	Employee Satisfaction with MOI as a Workplace	Calculations in Progress	Under Study	Percentage	Under Study
4	Intra-Governmental Ease of Doing Business Rating	Calculations in Progress	Under Study	Index	Under Study
5	Citizen Satisfaction with MOI as a Government	Calculations in Progress	Under Study	Percentage	Under Study
6	Percentage of KPIs within set objectives	Calculations in Progress	Under Study	Percentage	Under Study

4.5-AUDITING, CONTINUALLY IMPROVING

This part of the plan will represent a significant part of the feedback, which helps the program's participating entities identify gaps and take corrective action.

AUDITING



So far, 80 KPIs have been devised covering the various initiatives under the MOI Objectives. Additional KPIs may be added or current ones modified as per the needs and requirements to ensure transparency and effective monitoring.

A primary audit of the progress to targets related to each entity's strategic objectives and an assessment of how effectively the plan has dealt with challenges will be done via monitoring the KPIs set forward, on a regular basis. A secondary level of audit will then be conducted to track the progress of initiatives relative to the scheduled plans and, as necessary, trigger early corrective action to prevent obstacles from interfering with the achievement of the desired targets on a periodic level.

CONTINUOUSLY IMPROVING – BALANCE SCORE CARD

The Balanced Scorecard is a management tool that MOI will develop for its initiatives and use to continuously measure and improve key strategies, tracks progress, and assign accountability within its departments, agencies and governorates from four key perspectives: Customer, Financial, Internal Business Processes, and Learning and Growth.

The base strategy map for the Balance Scorecard is has been developed and under further enhancement.





GOVERNANCE OF THE STRATEGIC DIGITAL TRANSFORMATION PLAN

The governance model of The Strategic Digital Transformation Plan will follow the MTP 2020, which employs global best practices in strategy implementation. These include launching performance measurement indicator dashboards and implementing the project portfolio management methodology, as well as the deployment of rapid intervention measures should initiatives stall.



OUR WORDS

OUR COMMITMENT TO ACHIEVING THE GOALS OF THIS PIVOTAL PLAN AND OUR COLLECTIVE CONTRIBUTION SHALL BE THE FIRST STEP TOWARDS ACHIEVING SAUDI ARABIA'S VISION FOR 2030.

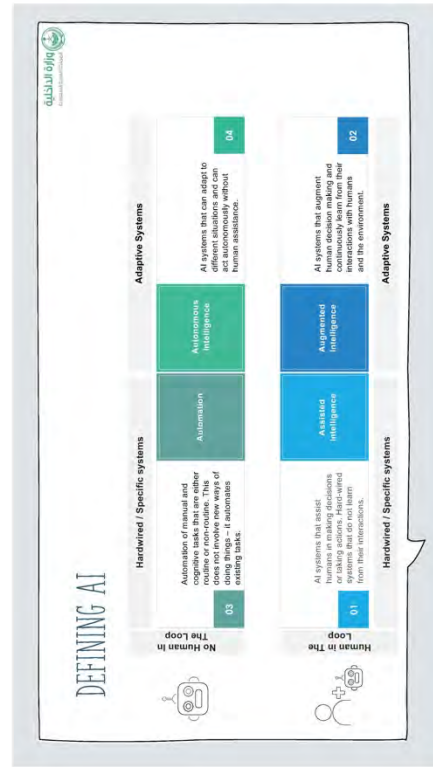
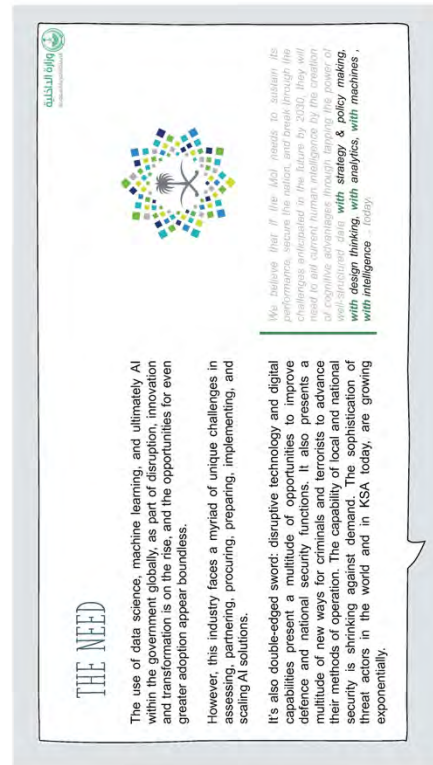
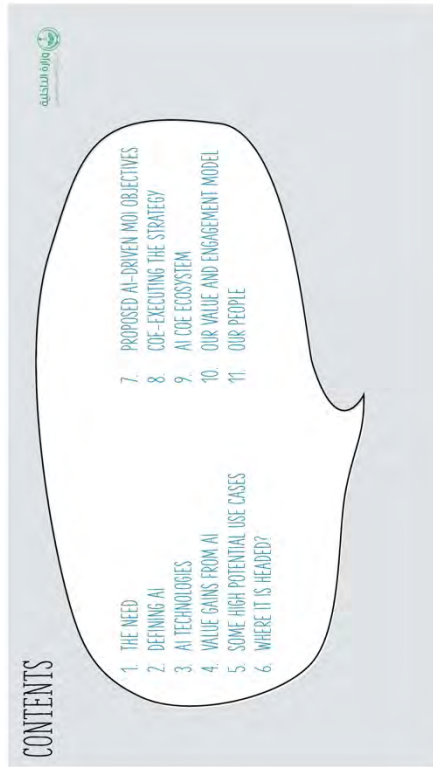
WE WILL CONTINUE TO LAUNCH NEW INITIATIVES IN THE UPCOMING YEARS AS REQUIRED, AND WE WILL CONTINUOUSLY REVIEW AND ASSESS OUR PERFORMANCE IN ACHIEVING THIS

VISION



MAY ALLAH BLESS US AND GUIDE US TO THE RIGHT PATH.

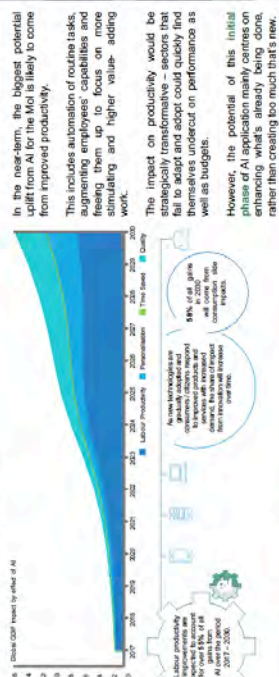
II. Submission to Establish A.I. Center of Excellence



AI TECHNOLOGIES

Main Areas	Description
Distributed Machine Learning	Design of learning algorithms, as well as scaling existing algorithms, to work with extremely large data sets in a distributed environment.
Natural Language Processing (NLP)	Algorithms that process human language input and convert it into understandable representations.
Collaborative Systems	Models and algorithms to help develop autonomous systems that can work collaboratively with other systems and with humans.
Computer Vision (Image Analytics)	The process of reducing relevant information from an image or sets of images for advanced classification and analysis.
Algorithmic Game Theory and Computational Social Choice	Systems that address the economic and social computing dimensions of AI, such as how systems can handle potentially misaligned incentives, including self-interested human participants or firms and the automated Abadi agents representing them.
Soft Robotics (Robotic Process Automation)	Automation of repetitive tasks and common processes such as IT and service provisioning without the need to transform existing IT system maps.

VALUE GAINS FROM AI



SOME HIGH POTENTIAL USE CASES

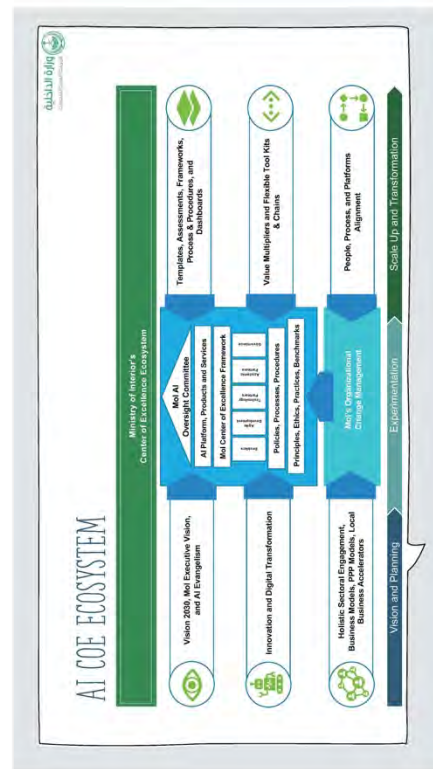
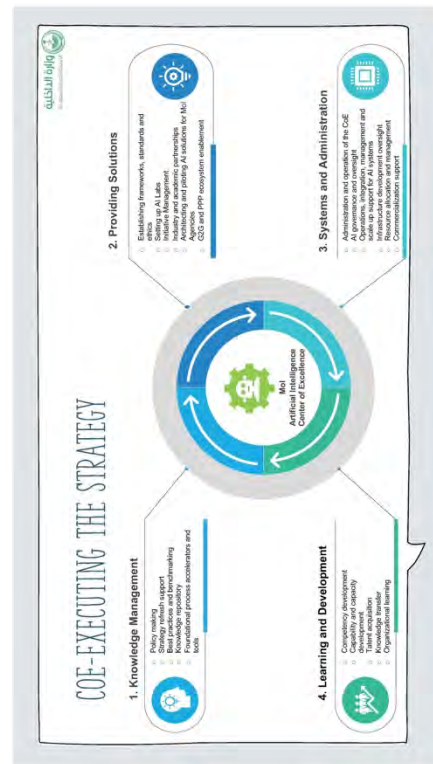
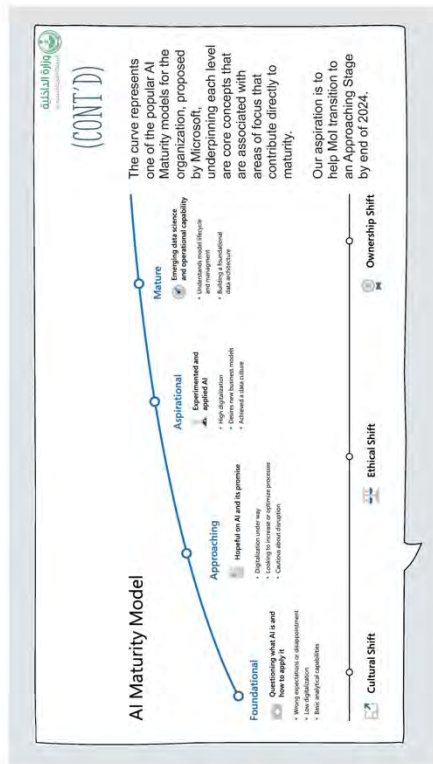
Category	Use Case	Impact	Support Functions
AI for Supply Chain	Use AI to optimize supply chain operations, such as demand forecasting, inventory management, and logistics optimization.	Improved efficiency, reduced costs, and faster delivery times.	Supply chain optimization, demand forecasting, inventory management, logistics optimization.
AI for Manufacturing	Use AI to optimize manufacturing processes, such as quality control, defect detection, and predictive maintenance.	Improved quality, reduced waste, and increased productivity.	Quality control, defect detection, predictive maintenance, process optimization.
AI for Customer Service	Use AI to optimize customer service, such as chatbots, recommendation engines, and personalized marketing.	Improved customer satisfaction, increased sales, and reduced support costs.	Customer service optimization, recommendation engines, personalized marketing, sales optimization.
AI for Healthcare	Use AI to optimize healthcare, such as disease diagnosis, treatment planning, and drug discovery.	Improved patient outcomes, reduced costs, and faster drug development.	Disease diagnosis, treatment planning, drug discovery, healthcare optimization.
AI for Finance	Use AI to optimize financial operations, such as risk management, fraud detection, and investment analysis.	Improved risk management, reduced fraud, and increased investment returns.	Risk management, fraud detection, investment analysis, financial optimization.
AI for Energy	Use AI to optimize energy production and distribution, such as smart grids, renewable energy, and energy storage.	Improved energy efficiency, reduced costs, and increased renewable energy adoption.	Smart grids, renewable energy, energy storage, energy optimization.
AI for Transportation	Use AI to optimize transportation, such as traffic management, autonomous vehicles, and logistics optimization.	Improved traffic flow, reduced accidents, and faster delivery times.	Traffic management, autonomous vehicles, logistics optimization, transportation optimization.
AI for Agriculture	Use AI to optimize agricultural operations, such as crop yield, pest management, and irrigation optimization.	Improved crop yield, reduced pest damage, and increased water efficiency.	Crop yield optimization, pest management, irrigation optimization, agricultural optimization.
AI for Retail	Use AI to optimize retail operations, such as product recommendation, inventory management, and customer segmentation.	Improved product recommendation, reduced inventory costs, and increased customer loyalty.	Product recommendation, inventory management, customer segmentation, retail optimization.
AI for Real Estate	Use AI to optimize real estate operations, such as property valuation, tenant screening, and marketing optimization.	Improved property valuation, reduced tenant turnover, and increased marketing effectiveness.	Property valuation, tenant screening, marketing optimization, real estate optimization.
AI for Insurance	Use AI to optimize insurance operations, such as risk assessment, claim processing, and fraud detection.	Improved risk assessment, faster claim processing, and reduced fraud.	Risk assessment, claim processing, fraud detection, insurance optimization.
AI for Telecommunications	Use AI to optimize telecommunications operations, such as network optimization, customer service, and fraud detection.	Improved network performance, faster customer service, and reduced fraud.	Network optimization, customer service, fraud detection, telecommunications optimization.
AI for Media	Use AI to optimize media operations, such as content recommendation, advertising optimization, and audience segmentation.	Improved content recommendation, increased advertising effectiveness, and increased audience engagement.	Content recommendation, advertising optimization, audience segmentation, media optimization.
AI for Education	Use AI to optimize education, such as personalized learning, student performance analysis, and curriculum optimization.	Improved student performance, personalized learning, and optimized curriculum.	Personalized learning, student performance analysis, curriculum optimization, education optimization.
AI for Government	Use AI to optimize government operations, such as public service, infrastructure management, and security.	Improved public service, optimized infrastructure, and enhanced security.	Public service optimization, infrastructure management, security optimization, government optimization.

For the MoI, these represent some of the key potential areas where AI-enabled technology can be used to maximize assets, augment resources and provide the most value in national security in the immediate and near terms.

WHERE AI IS HEADED

The benefits of AI even within the defense and security sector alone within the KSA can extend to every imaginable realm, from the sophisticated (like cyber security, insider threat detection, object detection from aerial imagery, and much more) to the simple, yet impactful (including eliminating reliance on error-prone spreadsheets and reducing bureaucratic process efficiency).





2. Ministry of Housing

Material Type(s)

	Written articles in refereed and non-refereed journals.		Corporate/strategic plans.
	Authored books and book chapters.		Leadership development programs.
	Composed electronic web documents.		Submissions to government.
	Addresses at meetings (e.g., to Conferences, Board meetings, shareholders meetings).		Professional development workshops
	Public lectures.		Leadership reports.
	Presentations as a guest speaker in professional societies or community organisation meetings.		Leadership evaluations.
	Articles in newsletters and magazines.		Annual reports indicating contributions of the DBL participant
2.1	Performance agreements and management plans.		Research reports
	Corporate policy documents.	2.2	Other Corporatization & Establishment Project Charter

Material Overall Brief

The material(s) presented herein are related to the work of the leader in the Ministry of Housing's National Housing Services Company from June 2015 till August 2019 as an employee.

The material(s) included are briefed hereunder:

2.1

A management plan with a performance agreement published by the KSA government as the first draft of the Housing Vision Realization Program under Vision 2030 is provided. The inputs of the researcher, other senior leaders, his peers, and other ecosystem stakeholders were used to compose the document against which delivery at the national level in the subsequent years was made.

2.2

A corporatization and establishment project charter in which the researcher was appointed as the Program Head to oversee the delivery of the project by Ernst and Young and later internally with his team and peers operationalize the deliverables at the business level.

I. Housing Vision Realization Program



The Housing program Delivery plan



*In the Name of Allah, the Most
Gracious, the Most Merciful*





CONTENT

Chapter 1| Scope of the Vision Realization Program

- A. Overview of the Housing Program 7
- B. Level 3 objectives directly linked to program 7
- C. Level 3 objectives indirectly linked to program 7

Chapter 2| Aspirations

- A. Our Commitment by 2020 11
- B. Vision Realization Program indicators 11
 - First: Macroeconomic indicators 11
 - Second: Program indicators 11

Chapter 3| Current Situation

- First: Main challenges 15
 - 1. Overview of sector challenges 16
 - 2. The gap between supply and demand (cumulative demand) 17
- Second: Current transformational efforts 17
 - 1. Efforts led by Ministry of Housing 17
 - 2. Efforts outside Ministry of Housing 18

Chapter 4 Vision Realization Program Strategy	
A. Strategic pillars	21
1. General strategy	22
2. Strategy and transformation of sector	23
3. Communications approach	24
4. A. Analysis of land availability, location and infrastructure readiness	30
4. B. Analysis of urban housing prices	30
4. C. Implementation plan	31
4. D. Governance: general and city levels	32
B. Strategic considerations	36
C. Conflicts and interdependencies with other programs	38
Chapter 5 Initiatives and Timelines	
A. Portfolio	40
D. Game changing initiatives	64
E. Classification methodology	66
Chapter 6 Enablers	
E. Contribution to local content	68



Vision Realization Program Scope

This chapter aims to give an overview of the Housing Program, define its scope and outline direct and indirect relations to the level 3 Vision objectives approved in its charter.

A. Description

The Housing Program aims to offer solutions to enable Saudi households to own or benefit from housing according to their needs and finances. This will improve living conditions for current and future generations, increase the supply of affordable housing units in record time, and enhance access to subsidized and appropriate funding. Integral to the Housing Programs are specialist programs targeting the most deprived sectors of society, and the further development of the legislative and regulatory environment. These measures are designed to increase the housing sector's attractiveness to the private sector, develop local content, create more business opportunities and strengthen the economic foundations of the Kingdom.

Program scope: increasing supply, enabling demand and regulating the sector

1. Increase supply of suitable homes pathways including:
 - Regulate population density and redevelop city centres to reduce the land required.
 - Provide suitable plots and exchange land with government for establishment of new housing projects.
 - Construct housing units in record time by incentivizing the real estate development sector to employ advanced building and construction technologies and develop the sector's capabilities.
 - Public Private Partnership (PPP) programs.
2. Enable beneficiaries to acquire appropriate housing through including:
 - Serve segments that need cooperative initiatives for free housing as usufruct right.
 - Activate institutional housing programs to cover the needs of beneficiaries working in the public sector.
 - Provide financing for the various segments through transforming the Real Estate Development Fund into a financial organization and establish the Saudi Real Estate Refinance Company (SRC)
3. Regulating the Housing Sector through several pathways including, for example:
 - Regulate the real estate development environment through the enablement and regulation of off-plan sale.
 - Regulate the relationship between the owners and residents of the housing units under joint ownership.
 - Reduce the time to acquire real estate development permits through the activation of Developers Services Centre (Etman).

Beyond the scope of the Housing Program

Usually the Program does not directly construct or fund housing units and complexes. These are generally private sector activity.

B. Level 3 objectives – direct

- 2.6.2 Enabling Saudi households to own suitable housing.

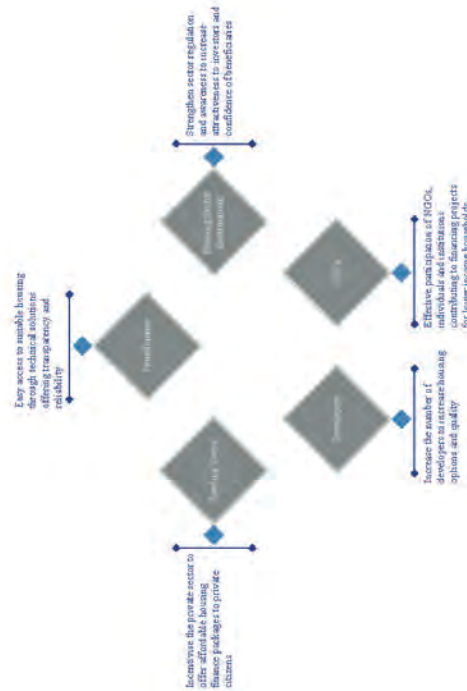
C. Level 3 objectives – indirect

- 1.3.1 Reinforce national values and the sense of belonging.
- 2.3.2 Improve the urban landscape.
- 2.6.1 Support householders as they plan for their children's future.
- 2.6.4 Enable citizens through the social care system.
- 2.6.5 Improve the efficiency and effectiveness of the social welfare system.
- 3.3.2 Develop the digital economy.
- 3.3.7 Increase the percentage of Saudization in non-oil sectors.
- 6.1.1 Support and enable financial planning.



Vision Realization Program Aspirations

1. The Program aims to improve the housing sector through five axes:



This will have a positive impact on two levels:

Macroeconomic level

Contribute to increasing local content in housing sector to 63.5% by 2020.
Housing Program level

- Increase Saudi household home ownership rates to 60% by 2020.
- Boost real estate funding by increasing total mortgages to SAR502 billion by 2020.
- Increase affordability by reducing the ratio between the average residential unit price to the annual income per capita by factor of five.

2. Benchmark study: home ownership rates

After benchmarking against several advanced economies, it was concluded that there is no common home ownership rate in any economies, rather they demonstrate a range of ownership patterns:

- Low-medium : 40-50 %.
- Medium-high: 60-70 %.
- High: %90.

Ownership rates rely on several factors including social desires and people's choices, and economic factors such as the labour market, urbanization etc.

This benchmarking exercise study was followed by an analysis of Saudi Arabia, demonstrated:

- The current rate of home ownership (concrete) is estimated at %50, home ownership (non-concrete) at %13, and rental %37.
- The strong preference for home ownership is clear from previous surveys.

It was further boosted by the Real Estate Development Fund's SAR250 billion investment to build approximately 480,000 new homes.

- A key aim of Vision 2030 is to create suitable job opportunities for Saudi Arabia's young and dynamic population. The labor force of tomorrow will need to be mobile and flexible – which has significant implications for the housing sector.

3. Housing Program target ownership rates

- Achieve %60 ownership by 2020, reducing pressure on housing stock.
- Provide rental, subsidy and usufruct solutions to less affluent households.

A. Our Commitment by 2020

In order to achieve the aspirations of Vision 2030, this Program shall be committed to achieving a number of successes on various attributes related to macroeconomics and program objectives by 2020. This will constitute a main founding block in achieving the 2030 aspirations on two levels, detailed as follows:

B. Vision Realization Program Indicators and Objectives

First: Vision Realization Program's contribution to macroeconomic indicators

The Program team, in cooperation with concerned bodies, defined the amount of Program contribution to the macroeconomic indicators of the Kingdom of Saudi Arabia as detailed below:

■ Macroeconomic level:

Increase local content in the housing sector to 63.5% by 2020.

■ Program level:

- Increase Saudi home rate to 60% by 2020.
- Increase housing affordability by reducing average residential unit prices to five times the average annual income.
- Benefit from real estate funding opportunities by increasing total outstanding mortgages to SAR502 billion by 2020.

Performance indicator	2020 targets
Program contribution to Gross Domestic Product (non-oil GDP) Based on the number of added units and depending on the Ministry of Economy and Planning (Center for Strategic Development) model	Target: SAR73.9 billion in 2020, cumulative target SAR155.7 billion. Baseline: SAR38.8 billion for 2017.
Performance indicator	2020 targets
Non-oil Revenue (NOR) Collection of projected revenues from initiatives with projected revenue.	Target: SAR7.4 billion Baseline: SAR0.01 billion in 2017.



11

Performance indicator	2020 targets
Employment in the private sector (cumulative) The most important aspects of direct employment are services and manufacturing with building technology. Expected contribution: 469,000 jobs.	37,000 direct jobs 71,000 indirect jobs 361,000 construction jobs
Performance indicator	2020 targets
Contribution to local content Assumed effect of modern housing and building technologies on the housing sector value chain. Contribution to local content calculated using local content growth unit.	Target: 63.5% Baseline: 54.1% in 2017.
Performance indicator	2020 targets
Impact on inflation Based on Housing Program inputs and Ministry of Economy and Planning model	Target: 0.06% Baseline: 0.04% for 2017.
Performance indicator	2020 targets
Non-governmental investment (cumulative)	Target: SAR187.7 billion. Baseline: SAR5.4 billion in 2017.
Performance indicator	2020 targets
Consumption growth rate Based on Housing Program inputs and Ministry of Economy and Planning model	Target: 0.01% Baseline: 0.17% for 2017.
Performance indicator	2020 targets
Balance of payments (cumulative) Expected total remittances resulting from Housing Program comprised of 1/ Cash left 2/ Imports 3/ Remittances	Target: (-) SAR85.8 billion Baseline: (-) SAR7.6 billion

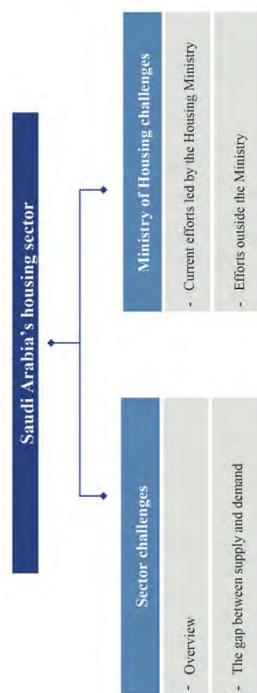


12

Second: Program indicators (including game changing initiative indicators):
Indicators measuring and directing the Housing Program reflect Vision 2030 priorities

Performance indicator	2020 targets
Saudi home ownership rate Calculated by dividing the number of Saudi owned homes by the total number of Saudi households.	Target: 60%. Baseline: 50% in 2016.
Average residential unit price to average annual income per capita (affordability) Average residential unit price (apartment or villa) to average annual income per capita	Target: 5x. Baseline: 9.9x in 2015.
Total outstanding real estate loans (mortgages) Adding outstanding mortgages from Housing Program to outstanding mortgages from banks, financing companies and the Real Estate Development Fund.	Target: SAR502 billion. Baseline: SAR290 billion in 2017.
Beneficiary satisfaction rate Measures satisfaction of housing program beneficiaries, including quality of units and funding provided, ease of procedures, level of transparency, and beneficiary services	Target: 70%. Baseline: 43% in 2017.
Real estate sector strength Index Indicates strength of real estate sector based on internal and global indicators (ease of doing business) including availability of sector information and indicators, ratio of important legislation in force, indicators of property registration and access to credit, and contract enforcement	Target: 85%. Baseline: 43.8% in 2017.
Real estate sector growth rate Measures growth in ownership of dwellings in comparison with the previous year.	Target: 7%. Baseline: 3.63% in 2017.

As a starting point, we conducted a detailed analysis of the Saudi housing market to determine the main challenges facing the sector, taking into consideration ongoing transformational efforts which fall within the framework of the Housing Program.



Challenges

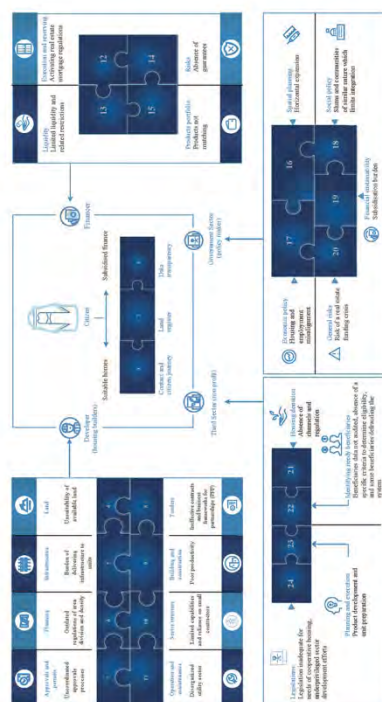
Challenges

Challenges facing the housing sector are twofold:

- Sector challenges in general.
- The gap between supply and demand, especially in major cities (cumulative demand).

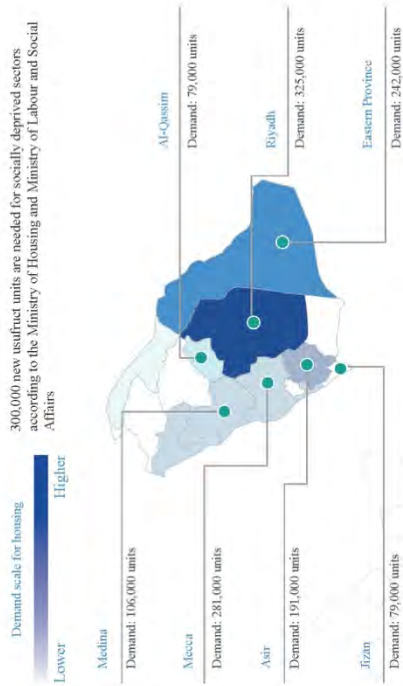
1. Sector challenges

2. The housing sector is facing challenges relating to all stakeholder groups :



2. Demand and supply gap in major cities

Cumulative demand for housing reached 1.45 million across Saudi Arabia (ref' Eskin Portal and Real Estate Development Fund) with a significant increase in demand in several cities. The Eskin Portal lists the 10 cities with most pressing demand for housing, accounting for 60% of the target for 2020. The remaining 40% target accounts for the supply gap in the remainder of the country.



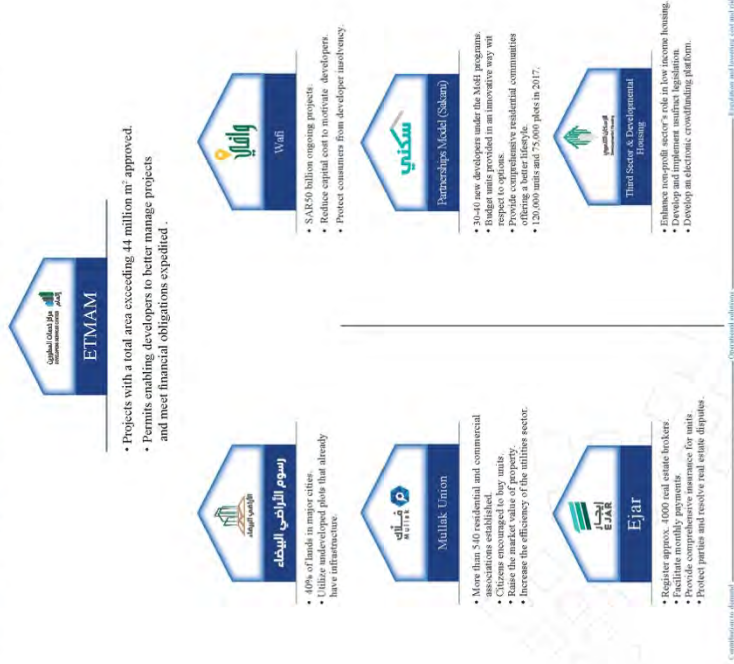
Current transformational initiatives

As a starting point for the new Housing Program, all ongoing development initiatives were assessed. These fall into two categories:

- Ministry of Housing initiatives
- Efforts outside the Ministry

Ministry of Housing initiatives

The Ministry is leading a number of initiatives across the entire value chain, the most important of which are :



2. Non-Ministry initiatives

Several initiatives from outside the Ministry are worthy of mention including:



- Liquidity support through securitization of loan portfolios to international investors
- Deepen the financial sector through the issue of local bonds.
- Address incompatibility between long
- Term interest rates to assist beneficiaries.



- More flexibility in lowering the first installment (from 30% to 15%)
- Monetary policies to increase market liquidity (decrease risks of real estate guarantees from %100 to %75 and work on increasing the rate of reduction)
- Direct coordination between SAMA and Ministry of Housing to facilitate the issue of new financial products.



Real Estate Development Fund

- A business model that depends on investing the Fund resources and improve the efficiency of spending to support more citizens.
- Support the real estate finance sector through cooperation with banking sector and real estate financing companies, and support industry to move from episodic achievements to better quality products more attractive to investment.
- Real estate development and investment support to maintain commitment and development for the sustainability of invested assets.
- Launch Real Estate Loan Guarantee Program in Q4 2017, open up finance opportunities to previously excluded sectors of society

Strategy

This chapter summarises The Housing Program's strategy, detailing all program aspirations and commitments. It addresses strategy, strategic considerations and potential contradictions at Program level.

A. Strategy pillars

The Program is dependent on various strategic inputs:

- Detailed analysis of data of approximately 1.45 million beneficiaries from the Ministry of Housing and Real Estate Development Fund.
- Public opinion gathered at extensive series of public seminars and meetings organized in cooperation with King Abdulaziz Centre for National Dialogue.
- Feedback from stakeholder workshops held with 500 representatives from 48 public, private and financial sector organizations.
- Data from global benchmarking and expert inputs, illustrate alternative housing strategies followed elsewhere in the world:
- Singapore: a preference for structured residential communities with high governmental involvement.
- Brazil: priority given to building an identity that reflects people's wants and needs, with proactive community involvement.
- Malaysia: reliant on success of national refinancing company Kagamas in facilitating market liquidity.
- Turkey: priority is rehabilitating city centres in private-public sector collaboration.
- Mexico: priorities are the provision of adequate health, social and education services, and the implementation of a successful savings and loan guarantee program.
- USA: priority given to verifying financial solvency and the repayment ability of borrowers.

Research from these various sources has helped inform the Housing Program along four strategic axes:

- General strategy.
- Strategy and sector transformation.
- Communications and awareness.
- Implementation and governance.

1. General strategy

How the Housing Program serves the public and enhances the sector



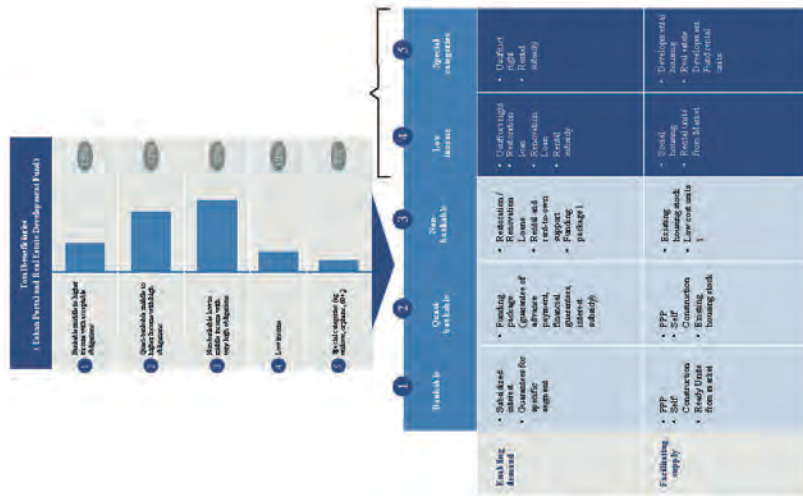
2. Strategy and sector transformation

The housing strategy contributes to addressing the main challenges of the sector by:

Currently	Objective
Reliance on slow government funding.	Increase availability of private sector funding options backed up by guarantee and support system.
Limited role for non-profit sector – including cooperative housing associations – in the Saudi housing market.	Active participation of non-profits in access programs for low income groups. Establishment of cooperative social housing programs to increase supply.
Limited availability of middle and low income housing units.	Increase middle and low income housing stock according to modern construction techniques and optimally manage current units in the market.
Housing plans incompatible with other development plans (eg employment, urban planning etc).	Develop medium density communities with a full lifestyle approach (work, accommodation, retail, entertainment and education).
Limited contribution to basic economic fundamentals (eg GDP, jobs creation, localization of content etc).	Grow economic contribution of housing sector, in accordance with Vision2030 aspirations.

Increased access to finance

A key pillar of the strategy is to improve access to funding. Consumers are subdivided by income level in order to design appropriate financial products, a key driver of demand.



■ A plan was developed for the delivery of funding products and unit types over the coming years for the different categories served:

Delivered:	2017	2018	2019	2020	2021 (estimated)
Partnerships and off plan building				- Bankable - Quasi-bankable	
Self build				- Bankable - Quasi-bankable	
Existing housing stock				- Bankable - Quasi-bankable	
Social housing (usufruct units)				Social housing	
Restoration loans				- Non-bankable - Social housing	
Rental and rent to own subsidy				- Non-bankable - Social housing	

■ The Program includes the following finance solutions organized according to income category

1/ Bankable	2/ Quasi-bankable
Able to obtain funding without state support with high ability to pay (eg high income, acceptable or low obligations). Guarantees to improve risk level in guarantee portfolio	Requires support or financial guarantees (eg middle income with high obligations) Guarantees to improve financial solvency of applicants with respect to Saudi banks and financial institutions.

3/ Non-bankable

Unable to obtain bank funding due to low financial solvency (ie low income with high obligations).

Increase supply from existing housing stock by subsidised rent and home restoration loans.

4 & 5/ Low income and Special categories

Low income households, including social security beneficiaries.

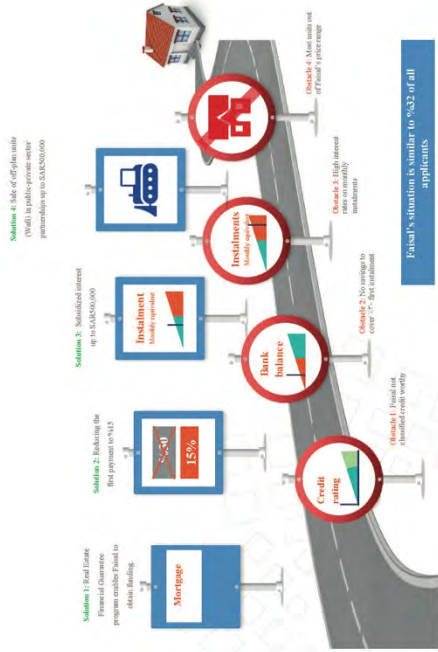
Increase supply of available housing by rent subsidies, home restoration loans and the supply of usufruct units.

Case study: meet Faisal who takes us through the quasi-bankable roadmap



Faisal

43 year-old Faisal rents a home for his family of five. With a monthly salary of SAR10,000 he's now on the road to home-ownership.



Communications and awareness

A key pillar of the strategy is the design and implementation of a comprehensive communications campaign with all our stakeholder groups – most importantly with enables Faisal to obtain funding

Strategic communications

- Expectations Management.
- Overview of the current situation.
- Overview of state interaction to design and implement housing sector solutions.
- Stress governmental support of the Housing Program
- Clear and transparent management of customer expectations.
- Coordinated messages about ownership paths.

Product level communications

- Transparency regarding the entitlement of all beneficiaries.
- Personalized experience, (eg addressing specific consumer needs).
- Personalized customer messages addressing specific obstacles to service.
- Migrate from system of allocating housing to a system of managed customer-selection.
- Full transparency about beneficiary entitlements and delivery timetable.

4. Implementation plan and governance:

A clear methodology for supply and demand planning was identified through:

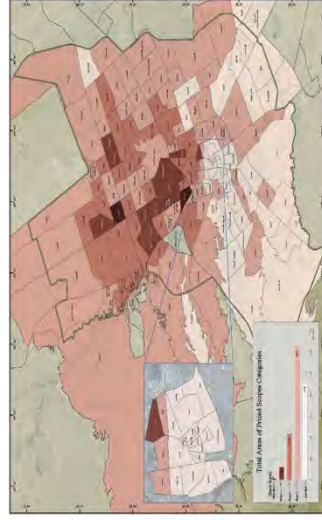
- Analysis of land availability, location and infrastructure readiness.
- Analysis of urban housing prices.
- Development of comprehensive implementation plan.
- Preliminary governance structure developed (City-level governance).

4 A. Analysis of land availability, location and infrastructure readiness

By means of a detailed analysis of available and idle urban land and infrastructure readiness – conducted in collaboration with municipalities and utility providers – the Program aims to increase land-use efficiency by more accurately matching supply against demand and prioritising key support services.

4 B. Analysis of urban housing prices

After identifying cities with appropriate land and infrastructure available, acceptable unit prices are calculated in consultation with developers based on official data eg from Ministry of Justice.

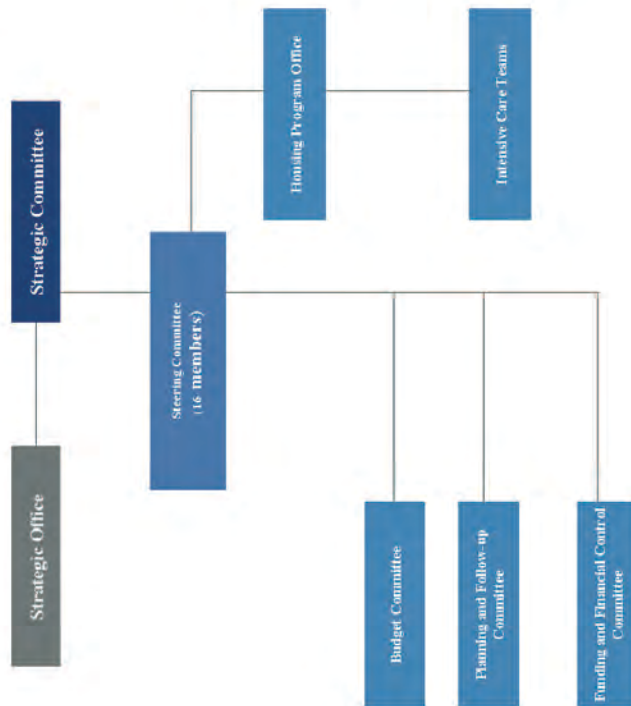


Study of Riyadh land price by district

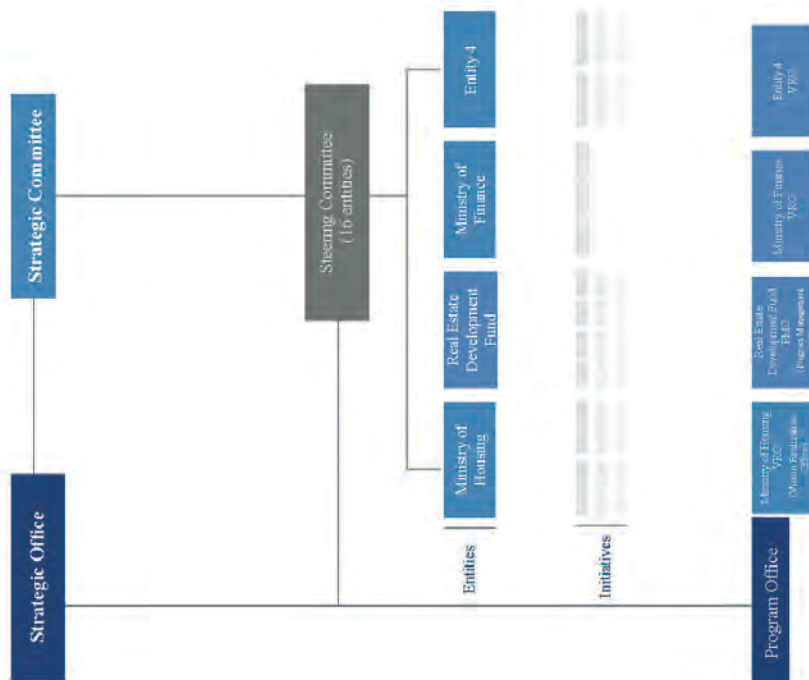
4. C. Implementation plan



Governance



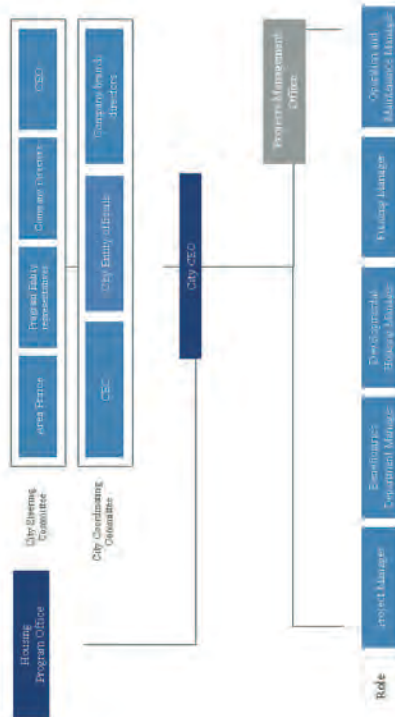
Governance structure: the Program Office



A. D. Governance at city level

Governance at the city level contributes to program efficiency through:

- 1) Active participation at district level ensures project completion
- 2) All aspects of execution coordinated more effectively by integrated Program Office.
- 3) Rapid solution of problems quickly by giving the Area Council a pivotal role in program execution



• Benefits city-level governance

- Strong focus on practical challenges through a systemized structure and clear roles and responsibilities.
- Active participation of district council in supporting alignment between strategic decisions and operational obstacles at city level.
- Active participation of main stakeholders (eg municipality, utility companies etc) with clear roles and responsibilities at project level
- Active participation of local private sector (eg bank branch managers, local developers etc)

• Benefits of systemized governance

- Systemized program umbrella streamlines organizational and legislative challenges.
- Coordination of stakeholders at ministerial level improves speed of decision making (eg budget approvals coordination between stakeholders such as the Ministry of Municipal and Rural Affairs and the Ministry of Energy, Industry and Mineral Resources).
- Centralized platforms and processes promotes transparency and operational efficiency.
- Defined escalation process for structural issues (eg Strategic Committee and the Council of Economic and Development Affairs).



B. Strategic considerations

Subject	Description
[1] Restoration and development of low-income housing.	Improve living conditions by restoring existing homes (concrete reinforcement).
[2] Increase capital allocated to Real Estate Guarantees Program, off-plan sale guarantees and self Construction.	Offer appropriate funding to quasi-bankable customers through Real Estate Funding Contracts Guarantee Initiative (SAR290,000 guaranteed loan product)
[3] Improve ability of banking sector to service the guaranteed loans.	Ensure the banking sector's ability to overcome and all future (guaranteed) loans to the market within the next three years.

C. Conflicts and interdependencies

Overlaps with other related ministerial programs have been identified to enable the resolution of any potential issues.

Subject	Description	Decision and consequences
[4] The capacity of real estate developers to expand in order to satisfy demand.	• The ability of the real estate developers improve unity productivity by a factor of 10 by collaborating with leading international and local building technology suppliers.	• Decisions to support and incentivize building technology suppliers, focusing on international companies.
[5] Transparency.	• Transparency of data including Real Estate General Authority (REGA) price indicators to enable real estate market to work in parallel with the housing market to set affordable prices.	• Activation and empowerment of Real Estate General Authority.
[6] Coordination of National Work Opportunities Creation Program with beneficiary sites.	• Provide work opportunities at beneficiary sites in by 2020 aspirations on matching employment opportunities and housing provision.	• Competent entities (eg Ministry of Economy and Planning) to oversee employment and social provision coordination.
[7] Expediting ownership deeds and activating land registry.	• Expediting ownership deeds and activating the land register through the Public Investments Fund (PIF) to facilitate public-private sector partnerships.	• PIF responsible for activating the land register.

Related program	Opportunities	Potential issues
(1) Financial sector development	• Large sums of capital Introduction of refinancing companies to trade in real estate mortgages.	• Focus on high risk real estate mortgages. • Investor focus on the property instead of general market.
(2) Financial balance	• Offer savings programs for governmental employees to decrease cash outflow	• High short-term investment requirement versus objectives of a balanced budget.
(3) National Transformation Plan	• Coordination of infrastructure planning with stakeholders including the Ministry of Environment, Water and Agriculture and the Ministry of Municipal and Rural Affairs.	• Conflicting stakeholder priorities could affect the development of new housing stock.
(4) Public Investment Fund	• Provision of financial support for housing sector • Support delivered through Real Estate Development Company.	• Lack of coordination between National Housing Company and the Real Estate Development Company.
(5) Quality of life	• Improvement urban patterns and lifestyles through development of housing communities.	• Housing built with inadequate community infrastructure and unplanned urban development..



Chapter 5| Initiatives and Timeframes

Initiatives and Timeframes

A. Initiatives

The aims and objectives of the Housing Program have been condensed into a number of initiatives designed to deliver Vision 2030 objectives relating to living conditions, GDP contribution, and regional development. As part of this exercise, all existing housing programs were reviewed. The majority were subsequently incorporated into the Housing Realization Program, with just a few referred for further investigation. Initiatives were designed following detailed analysis of housing needs, according to international best practice and national legislation and regulations.

Strategic pillar	Initiative	Description	Champion	Desired outcome
Coordinating housing policy with other national programs and policies	Developing population density	This initiative aims to optimize use of vacant land within busy cities, to ensure population density is spread evenly and managed in accordance international standards.	Ministry of Municipal and Rural Affairs	Optimal benefit from urban land to provide new housing for various community segments.
	Housing support for military personnel (Real Estate Loan)	- Financial support to increase home ownership rates in the military by providing financial support for the first installment of funding to a maximum SAR 140,000 in the form of an interest-free loan. - Criteria for acceptance in the program: - To be on a waiting list in the Ministry of Housing or Real Estate Development Fund. - To be on active duty.	Real Estate Development Fund	Financial support in form of an interest-free loan of up to 20% of the property values, up to SAR 140,000.

Strategic pillar	Initiative	Description	Champion	Desired outcome
Access to finance	Mortgage guarantees	• Promotion of real estate financing guarantees to enable entrepreneurs, especially private sector employees and entrepreneurs who often have no collateral, to obtain loans. For this purpose, the Ministry of Housing also supports application in real estate and reserves other groups who have little access to funds for issue of bank financing applications.	Real Estate Development Fund	• Growth in co-ownership to 60%.
	On-site self-construction	• On-site self-construction to enable application access to funds for self-construction projects and to buy from self-plan construction projects approved by the state, because of the interest in the development of the stability of the developer or contractor.	Real Estate Development Fund	• Increasing owner rate from 40% to 60% and increasing the number of projects to be awarded by the Ministry of Housing.

Strategic pillar	Initiative	Description	Champion	Desired outcome
Access to finance	Development of financing products	• Promotion of financing products that increase the percentage of co-ownership, as the technical list represents the biggest obstacle in the housing program.	Real Estate Development Fund	• Introduction of new housing finance products. • Reduce the time needed to get housing finance. • Increase the quality of the co-ownership required from banking bodies. • Increase efficiency of funding solutions among all stakeholders.
	Real Estate Development Fund certificates	• Issue financial documents or certificates of equal value representing common system in the real estate market, as well as contribute to the liquidity necessary for the fund to meet its obligations and achieve its investment.	Real Estate Development Fund	• Provide liquidity necessary for the Fund to meet its obligations. • Increase the efficiency of the Fund to achieve investment objectives. • Support the real estate banking market in the Kingdom. • Develop the Saudi debt instruments market.
	Overcoming challenges facing real estate financiers in the housing market	• Promote legislation and regulation acting as obstacles in the secondary real estate financing market.	Capital Market Authority	• Increase finance and investment available in the housing and real estate sector, including foreign investments.

Strategic pillar	Initiatives	Description	Champion	Desired outcomes
Access to finance	Lease-to-own	Financial support to offer a lease-to-own option covering the land/structure not included in the housing subsidy provided to low-income households.	Road Estate Development Fund	Sharing beneficiaries are entitled to housing or development financing for a period of 10 years, with the option to purchase the property at the end of the period, or to renew the lease for another 10 years.
	Financial support for beneficiaries in need of housing support	Financial support targeted at beneficiaries in need of housing support, in the form of a grant of up to 50,000 LBP. The grant is awarded to beneficiaries who are in need of housing support, as approved under the relevant laws and regulations.	Road Estate Development Fund	Providing housing support to beneficiaries in need of housing support, in the form of a grant of up to 50,000 LBP.

Strategic pillar	Initiatives	Description	Champion	Desired outcomes
Access to finance	Down payment subsidy program (for a limited time)	Financial support targeted at beneficiaries in need of housing support, in the form of a 10% to 20% subsidy on their first down payment, depending on the family income and size. This subsidy is a one-time payment of the total value of the property. The subsidy must be referred to the program, over 50% of the total value of the property.	Road Estate Development Fund	By 2020, to provide financial support to target groups covering 10% of the total value of the property, with a maximum value of 500,000 LBP.
	Cooperative program	Financial support to beneficiaries in need of housing support, in the form of a grant of up to 50,000 LBP. The grant is awarded to beneficiaries who are in need of housing support, as approved under the relevant laws and regulations.	Ministry of Finance	Increasing the ability of beneficiaries to access housing and to build a strong culture amongst the people.
	Home loan program	Financial support to beneficiaries in need of housing support, in the form of a grant of up to 50,000 LBP. The grant is awarded to beneficiaries who are in need of housing support, as approved under the relevant laws and regulations.	Road Estate Development Fund	Financing the remaining cost of the property, with a maximum value of 500,000 LBP.

Strategic pillar	Initiative	Description	Champion	Tactical outcome
Access to finance	Program to support private sector in building affordable housing (Kafayeh Program)	- The initiative is implemented in two parts: • Supporting private sector in building affordable housing and in accordance with the theme of Egypt's Decade 2030 (405), through the program of private sector in building affordable housing, under the Kafayeh Program and in line with the Kafayeh Program's development agenda. • Supporting private sector in building affordable housing and in accordance with the theme of Egypt's Decade 2030 (405), through the program of private sector in building affordable housing, under the Kafayeh Program and in line with the Kafayeh Program's development agenda.	Ministry of Housing	• Reducing difficulty in financing housing • Family mobility
Development of suitable housing at affordable prices	Investing in public housing (Ministry of Housing)	• Developing public housing in accordance with the theme of Egypt's Decade 2030 (405), through the program of public sector in building affordable housing, under the Kafayeh Program and in line with the Kafayeh Program's development agenda.	Ministry of Housing	• Providing real estate offers and increasing the number of housing units in the public sector
	Developing public housing (Ministry of Housing)	• Developing public housing in accordance with the theme of Egypt's Decade 2030 (405), through the program of public sector in building affordable housing, under the Kafayeh Program and in line with the Kafayeh Program's development agenda.	Ministry of Housing	• Providing real estate offers and increasing the number of housing units in the public sector

Strategic pillar	Initiative	Description	Champion	Tactical outcome
Development of suitable housing at affordable prices	Program to support private sector in building affordable housing (Kafayeh Program)	- The initiative is implemented in two parts: • Supporting private sector in building affordable housing and in accordance with the theme of Egypt's Decade 2030 (405), through the program of private sector in building affordable housing, under the Kafayeh Program and in line with the Kafayeh Program's development agenda. • Supporting private sector in building affordable housing and in accordance with the theme of Egypt's Decade 2030 (405), through the program of private sector in building affordable housing, under the Kafayeh Program and in line with the Kafayeh Program's development agenda.	Ministry of Housing	• Reducing difficulty in financing housing • Family mobility
Development of suitable housing at affordable prices	Investing in public housing (Ministry of Housing)	• Developing public housing in accordance with the theme of Egypt's Decade 2030 (405), through the program of public sector in building affordable housing, under the Kafayeh Program and in line with the Kafayeh Program's development agenda.	Ministry of Housing	• Providing real estate offers and increasing the number of housing units in the public sector
	Developing public housing (Ministry of Housing)	• Developing public housing in accordance with the theme of Egypt's Decade 2030 (405), through the program of public sector in building affordable housing, under the Kafayeh Program and in line with the Kafayeh Program's development agenda.	Ministry of Housing	• Providing real estate offers and increasing the number of housing units in the public sector

48

Strategic pillar	Initiative	Description	Champion	Desired outcome
Development of suitable housing at affordable prices	Capitalized procurement	Reducing the cost of building materials used in Ministry of Housing projects and increasing quality and productivity through manufacturing local products and materials and developing to provide housing units at reasonable price and high quality.	Ministry of Housing	- Reduce the cost of building by economies of scale of building. - Improve quality of building materials. - Improve productivity of building sector to reach GDP of SAR100 million by 2020.
	Sustainability initiative	A comprehensive system to drive high quality sustainable development of the building sector, through implementing performance and energy efficiency standards for the group of building, and improve efficient energy and energy consumption.	Ministry of Housing	- Monitor housing products quality and reduce operation and maintenance costs of 200,000 units. - Improve energy efficiency of construction, providing guarantee and insurance for 200,000 units. - Set creation standards (1,100) requirements for small and medium enterprises (SMEs).
	Housing of 20 million for rental ownership	A platform to support residents in rent housing arrangement for government and housing companies, protecting the rights of owners and regulating the relationship of owners and occupiers of the property owned by the government and housing companies as an agreement services and playing the role of control, and information role for housing construction.	Ministry of Housing	- Operates a secure, regulated and sustainable environment for housing companies. - Create SAR195 million of financial support for housing companies by 2020. - Support 155 small and medium enterprises in salary and complete transaction by 2020. - Support 155 small and medium enterprises in salary and complete transaction by 2020.
Development of suitable housing at affordable prices	Initiative	- Eden 1, aims to provide zero interest loans of SAR500,000 in partnership with the private sector on developed Ministry land on a six-year of Yang Khalid Airport in Jeddah. - Eden 2, aims to provide SAR500,000 building loans to develop Ministry lands in Jeddah, Medina, Qatif and Dammam.	Ministry of Housing	- Improve interaction with beneficiaries and increase beneficiary satisfaction. - Improve financial services in a creative way. - Improve work procedures in providing services.
	Initiative	A set of administrative guidelines to match the housing product, organize services and commitment on both sides for rental housing, approved, it also connects developers and customers to improve the customer experience for future buyers.	Ministry of Housing	- Improve interaction with beneficiaries and increase beneficiary satisfaction. - Improve financial services in a creative way. - Improve work procedures in providing services.
	Initiative	Establishment of RCLP to enhance and launch of beneficiary service centers in various locations and financial services.	Road Estate Development Fund	- Improve interaction with beneficiaries and increase beneficiary satisfaction. - Improve financial services in a creative way. - Improve work procedures in providing services.

Strategic pillar	Initiative	Description	Champion	Desired outcome
Development of suitable housing at affordable prices	Comprehensive planning for increasing Housing Program infrastructure	• Development of a comprehensive procedures manual to coordinate efforts among entities concerned to facilitate and expedite infrastructure projects	Ministry of Housing	• Increase the number of comprehensive real estate projects • Reduce time taken to develop housing projects • Reduce infrastructure cost by coordinating with multiple execution entities
	Provision of variable funding source for infrastructure projects	• A program to identify various funding sources and alternatives sufficient to fund and reduce the cost of infrastructure projects for Ministry lands	Ministry of Housing	• Provide funding support by various infrastructure for housing and social welfare in Housing Program projects

Strategic Pillar	Name of Initiative	Description	Champion	Desired outcome
Operational improvement	Providing electricity services	• Strengthening the electrical system by building generation plants to meet the growing demand	Ministry of Energy, Industry and Mining	• Provide information for housing projects according to the duration and cost plan of Housing Program
	Providing sewage service	• Expand sewage services and increase coverage in domestic environmental human and keep up with the urban growth	Ministry of Environment, Water and Agriculture	• Increase national coverage to reach 65%
	Provide potable water	• Expand water services and increase coverage to keep up with the growth in demand	Ministry of Environment, Water and Agriculture	• Increase the number of people provided with potable water to 34.9 million people (future growth) • Increase the percentage of water coverage to 92% of the population by 2020 • Extend the water network by 15 billion by 2020 • Increase the number of people provided with sewerage to more than 500,000 houses by 2020
	Reuse of treated water	• Increase reuse, improving engineering	Ministry of Environment, Water and Agriculture	• Increase reuse of sewage water to 35% by 2020 • Increase the number of advanced treatment plants to 28 by 2020

Strategic pillar	Initiative	Description	Change agent	Desired outcome
Operational improvement	Involve the private sector in housing projects	• Amend laws to enable the private sector to participate in housing projects by a number of ways, including: • Develop a number of housing projects in partnership with the private sector, based on (for example) a 40/60 split of the investment, land	Ministry of Urban Affairs	• Increased participation of financial institutions in housing projects to 70% of the total value for public housing projects • Increase the level of services
	Establishment of infrastructure development company	• Authorities to establish a company to coordinate, manage and implement projects in housing and infrastructure development	Ministry of Housing	• Increased number of comprehensive real estate development projects • Increased number of housing projects • Reduced administrative costs • Improved the quality of infrastructure development
	Developing infrastructure and housing sector	• Establishing a general framework for housing projects, including: • Regulations and standards for housing projects • Regulations and standards for housing projects	Ministry of Housing	• Facilitating the procedures of the housing projects • Facilitating the procedures of the housing projects • Facilitating the procedures of the housing projects

Strategic pillar	Initiative	Description	Change agent	Expected Effect
Operational improvement	Standardization of mortgage rates	• The main aim is to issue a unified mortgage rate for all mortgage projects, to enable the private sector to participate in housing projects, based on (for example) a 40/60 split of the investment, land	Real Estate Regulatory Authority	• Reduced risk to the financial sector • Increased mortgage availability • Increased mortgage availability
	Real Estate Company	• Establishment of a company with the Ministry to represent the private sector in housing projects, to enable the private sector to participate in housing projects, based on (for example) a 40/60 split of the investment, land	Ministry of Housing	• Participation with the private sector in housing projects, to enable the private sector to participate in housing projects, based on (for example) a 40/60 split of the investment, land
	Upgrading the Services Centre	• Upgrading the Services Centre (Escrow) to the current state, providing services to the private sector, to enable the private sector to participate in housing projects, based on (for example) a 40/60 split of the investment, land	Ministry of Housing	• Time needed for mortgage services and permits for real estate development reduced to 60 days • Increased number of mortgage projects • Increased number of mortgage projects

Strategic pillar	Initiative	Description	Champion	Desired outcome
Operational improvement	Transforming the Real Estate Development Fund into a financial institution	- This initiative aims to transform the Real Estate Development Fund into a financial institution avoiding accounting (IFRS) provisions on leasing payments and related financial liabilities in order to reduce reliance on government subsidy. This aims to: - Provide sufficient and effective support to beneficiaries - Develop programs to support real estate financing - Encourage real estate financing institutions to provide financing products to small business individuals - Provide effective funding that enables all community segments to secure suitable housing	Real Estate Development Fund	- Increased use of house's worthing from 50% to 60% by 2020 - Increased rate of real estate financing at GDP from 6% to 15% by 2020 - Increased contribution by the real estate sector to GDP from 1% to 10% by 2020

Strategic pillar	Initiative	Description	Champion	Desired outcome
Operational improvement	Standardized specifications and guidelines to regulate financial technology	- Implementation of full rule set standards by design and build 2D and 3D building programs, BIM, and other modern building technologies - Facilitate the approval of modern technologies	Ministry of Housing	- Increased awareness and understanding of real estate financing and modern building technologies - Facilitate adoption of modern building technologies to provide access to innovative
	Licensed company to regulate financial technology	- Establish of a licensed company to manage and regulate financial technology - Contribution with the Ministry of Housing	Saudi Arabian Monetary Authority	- Increased number of financing requests available in the real estate market - Reduced risks to Saudi and Non-Saudi real estate market
	Stakeholder awareness and engagement campaign	- The initiative aims to explain the real housing program and the benefits to the community - Engage the community in cooperative with relevant bodies (e.g. Ministry of Housing, Saudi Arabian Monetary Authority etc)	Real Estate Development Fund	- Increased awareness of Real Estate Development Fund and its impact on the community - Increased percentage of beneficiary awareness of the Real Estate Development Fund program

Strategic pillar	Initiative	Description	Champion	Treated outcome
Strengthen the foundation of the real estate sector	Solution to off-plan sale program to private sector and investors	As its lead regulatory system, the Public Authority for Real Estate Registration (PARE) has introduced a new property registration system.	Real Estate Public Authority	Improved environment for real estate investors and increased confidence in the global classification of instruments reliability.
	Development of off-plan sale program to private sector and investors	Development of off-plan sale program to private sector and investors through early land marketing, which has resulted in the development of the real estate sector and the rights of individual's wishing to own in off-plan projects.	Ministry of Housing	- Enabling real estate developers to get funding in the early stages of real estate development, which has resulted in the development of the real estate sector and the rights of individual's wishing to own in off-plan projects. - Consider the rights of beneficiaries (individuals) and facilitating financial access.
	Real Estate regulatory authority	Establishment of a real estate authority to regulate the sector and encourage investment.	Real Estate Public Authority	- Raised level of the Saudi real estate sector. - Raised operational performance of the sector in accordance with international standards.

Strategic pillar	Initiative	Description	Champion	Desired outcome
Operational improvement	Marketing campaign to increase understanding of building technology	Launch a campaign of modern building technology to increase understanding of a general awareness and marketing campaign, which includes the use of social media and other digital marketing tools.	Ministry of Housing	Increased rate of adoption of modern building technology in the home.
	Housing Program marketing plan	- Advertising campaigns to increase awareness of the Housing Program and its benefits. - Official launch campaign (Housing Program). - Success story campaign (Housing Program). - Education and training of concept campaign. - Internal communication campaign.	Ministry of Housing	- Increased level of awareness of the Housing Program. - Concrete successful concepts about the future. - Increased transparency.
	National Center for Housing Research and Monitoring	The initiative aims to establish a National Center for Housing Research and Monitoring, which will provide a platform for the housing sector to improve decision making and foster development.	Ministry of Housing	- Increased level of transparency in the housing sector. - Enhanced and accurate monitoring of 59 indicators covering the entire value chain. - Increased understanding of the sector. - Improved decision making through the use of data and analytics. - Increased transparency.

Strategic pillar	Initiatives	Description	Champion	Desired outcome
Strengthen the foundation of the real estate sector	Real Estate Disputes Settlement Center	Establishment of Real Estate Disputes Settlement Center for the purpose of reducing real estate lawsuits and increasing trust in the sector among all concerned parties.	Ministry of Housing	- Reduction number of lawsuits related to the real estate sector - Reduced time efforts needed for settling real estate disputes
	Real estate settlement and dispute resolution institutions	The initiative aims to help the sector benefit from the technical and professional expertise when judging real estate lawsuits	Real Estate Public Authority	- Improved quality of expert reports submitted to judiciary - Reducing time of judicial decisions

Strategic pillar	Initiatives	Description	Champion	Desired outcome
Strengthen the foundation of the real estate sector	Regulations of the real estate sector	Ministry had partially development of the new system to regulate the real estate sector. This includes the implementation of an electronic network for real services to systemize relations between lessors, lessees and real estate brokers, thereby reducing the risk of corruption and fraud and increasing the quality of real estate offer or activity	Ministry of Housing	- Improve performance of the real estate sector and increase the level of transparency of the sector - Increased transparency of the sector among the quality of real estate services - Reduce disputes and help sector developers to increase rental assets - Reduce rental sector disputes and safeguarding rights of all concerned parties - Reduction of 55% in lawsuits in Real Estate Network
	The initiative for investing real estate securities	By reducing "shadowing base" in real estate investments in the housing sector this initiative aims to increase foreign investments in the real estate sector	Ministry of Finance	- Increased liquidity in real estate sectors - Increased level of transparency for real estate developers and investors

Strategic pillar	Initiative	Description	Champion	Desired outcome
Strengthen the foundation of the real estate sector	Free smaller lands	Imposition of annual fees on idle lands at 2.5% of the value of the land, to encourage landowners to develop. Revenues are used on Ministry housing and infrastructure projects, increasing the nation's housing stock.	Ministry of Housing	- More land made available for housing development, helping balance supply and demand. - Increased revenues for Ministry to increase affordable housing.
	Review of credit limit regulations	An initiative to update regulations governing funding available to citizens by regulating financiers and improving procedures for financing of housing and other sectors.	State Audit and Supervisory Authority	Activating responsible finance and limit the times used by citizens of funding to the minimum duration required for the completion of the project and improving the financing behaviour of the citizens.
	Value added tax on real estate transactions	A program to reduce the cost of business transactions with value added tax payments contributed by the Ministry. This initiative aims to allocate an approved annual budget from the Ministry of Finance for the value added tax obligations at current buying limit of 100 million.	Ministry of Housing	- Increased level of real estate ownership. - Incentivize developers to work with the Ministry of Housing to increase the housing stock.

Strategic pillar	Initiative	Description	Champion	Desired outcome
Strengthen the foundation of the real estate sector	New Zakaat fund for financial development	- All initiatives to encourage the issuance of the Zakaat fund for financial development, the fund and services include the issuance of financial certificates such as mortgage certificates. - Recovering the standard for calculating the Zakaat base for finance (compared to the standard for real estate) and apply it to the Zakaat base for finance (compared to the standard for real estate) to limit the Zakaat base.	Ministry of Finance	Increased investment in financial development and housing finance sector.
	Recovering systems, procedures and processes for real estate development	Review of all regulations and procedures related to the issue of approval, housing and real estate projects, including the issuance of building permits, also includes an investigation into the potential for converting the private sector into the public sector.	Ministry of Housing	- License approval process reduced to 30 days. - Increased number of transactions and real estate projects. - Increased number of transactions and real estate projects. - Development of policies and procedures for real estate. - Increasing private sector participation in the issuance of permits.

Strategy pillar	Initiative	Interventions	Champions	Desired outcomes
Strengthen the foundation of the real estate sector	Establishment of legislation to regulate building practices and quality of building technologies	Establishing a regulatory authority for building affairs to approve and license modern building technologies and implement decisions and guidelines	Ministry of Housing	Increased and regulated use of new technologies in the real estate sector
	Incentives to encourage sustainable solutions and technologies	An initiative to motivate home owners to adopt better of solutions and licensed appliances that reduce energy and water resource usage (e.g. installing solar panels, water saving devices, etc.) and encourage as a platform for energy efficiency appliances	Ministry of Housing	Decreasing operational cost and saving spending on housing
Program Governance	Establishment of Housing Program Office	The Housing Program Office is responsible for supervising the design and execution phase of all housing programs by providing technical support and coordination, technical, construction and management, reports, evaluation and problem solving	Ministry of Housing	Increased the rate of achievement in housing program indicators and initiatives
	Establishment of Housing PPO	Developing the Urban Solutions Office, the Urban Development Office and the Urban Planning Office to be the responsible entities for the implementation of the Housing Program Office	Ministry of Housing	- Strategic match between Ministry of Housing and the Ministry of Urban Planning and Construction - Enhanced housing strategy - Greater openness and coordination of housing programs and initiatives - Legislation and people's need

D. Game Changing Initiatives
A number of initiatives were defined as game changers according to their expected positive impact. These initiatives will consequently enjoy greater focus and follow up.
Game changing initiatives were identified according to two criteria: the effect and its achievability, giving priority to the expected effect of the program viewed through the direct and indirect positive impact and enabling other entities.

Initiatives	Description	Reason for selection
(1) Overall regulations (licensing and consumer service)	- The initiative aims to establish a platform to serve Home Program owners by doing the following: - Home Program owners by doing the following: - contacting the bank to get initial approval for lending - way (housing is customer service employee able to - customer to be approved for getting the loan), as well - as link with developer and customer to facilitate the customer's journey in search of housing	- Reduced change in dealing with landlords the customer - Home Program owners by doing the following: - contacting the bank to get initial approval for lending - way (housing is customer service employee able to - customer to be approved for getting the loan), as well - as link with developer and customer to facilitate the customer's journey in search of housing
(2) Platform to create the home building	The initiative aims to establish a platform that promotes the general building environment and supports sector growth by activating the home building market, implementing best practices and building housing. This will support individual building their own homes, in addition to supporting the expansion of small and medium business to quality for Ministry people	- The initiative aims to increase the quality of self construction, get funding from the banks, encourage the use of modern building technologies and reduce the cost of building - A cohesive and comprehensive initiative that will significantly change how the housing sector works

E. Classification methodology

Game Changers	Quick Gains	Proactive
The most important initiatives contribute to significant progress and are capable of achieving greatest target by 2020.	Initiatives that contribute to the required gains quickly, require fewer resources, promote citizen participation and can be completed in six months to a year.	The implementation of game-changing initiatives and others depends on the successful completion of these initiatives.
- Real estate funding guarantees (Game changer and high priority) - Designing and implementing the institutional mechanisms of the Housing Finance Corporation (HFC) operational model in the sector - Creating a platform to motivate housing builders - Developing a platform to enhance (technology and customer service)	- Developing Ministry of Housing funds - Funding the new projects that use the creative and innovative solutions in the housing sector. - The national platform for divided real estate units - Developing a platform to motivate housing builders - Upgrading Developer Service Centre with priority to accelerate the issue of for residential development - Project approval and permit - Implementing the housing program marketing plan - Developing the self-plan and to ensure early delivery of - Developing relations to enhance private sector trust in land ownership - Establishing and managing the Housing Program Office - Overseeing the VFCO to implement Vision 2030 program	- Overseeing off-plan sale and off-building - Financial supporting for the beneficiaries of housing support - Developing partnership frameworks and - Developing a platform to motivate housing builders - Housing support for military personnel (Zero-interest Loans governmental fund) - Housing 1 and Housing 2 - Paying the value added tax on behalf of the - Real estate support program: Zero-interest loans for home improvement - Support program for advanced program - Developing a platform to enhance private sector trust in land ownership - Establishing and managing the Housing Program Office - Overseeing the VFCO to implement Vision 2030 program

Initiative	Description	Reason for selection
(3) Industrial housing sector, in the form of an operational contracting model	- Attracting and qualifying modern building technologies - Building an operational model for modern building technologies to increase productivity, reduce costs and increase quality - Encouraging investment into factories specializing in prefabricated housing	- Produce modern housing products at various prices to meet the needs of all segments of society - Build inclusive housing system for all sectors of society across full value chain - Benefit from enhanced technical ability and improve the economic factor as a result of increased productivity - Encourage investment into factories specializing in prefabricated housing - Create job opportunities for young Saudis - Comprehensive creative initiative to radically change the way of working in the sector - Establish Saudi Arabia's reputation for excellence according to international best practice
(4) Real estate funding guarantees	The initiative aims to establish programs to provide financing for housing projects in the private sector (including entrepreneur) get access to housing finance. The initiative also includes applicants in remote areas and retirees who don't have ready access to mortgage product	- This initiative enables the funding of hundreds of housing projects across the country - Guarantees overcoming building sector obstacles to securing housing loans - Initiatives to address the challenges of the value chain and based on strengthening the cooperation between government initiative



Chapter 6| Enablers

E. Calculation of Housing Program's contribution to local content

Earnings	Description		Impact on localization
	Earnings of Saudi companies	Total operating profit, amended for capital formation, consumption and capital invested abroad. Government taxes are also deducted, and government subsidies added.	
Imports	Cash transferred abroad by Saudi companies	Total operating profits transferred abroad by companies including investment and savings.	
	All imported materials and services	Purchase of imported materials and services from non-local entities, including materials and imported by local authorities.	
Salaries and expenses	Salaries of Saudi employees	Salaries of Saudi employees paid locally.	
	Foreign remittances by expatriates	Cash remittances from residents, excluding remittances of assets or shares.	

- Calculation process of the local content baseline by taking into account the three main sources of loss, shown in the following diagram in a gradual manner:

V. Importing materials at the contractor and manufacturers/ supplier level

- Local content contribution is calculated based on the remaining value in the economy after excluding trade (imports, cash remittance and profits transferred abroad).



Local content baseline



- Taking all sources of waste in the value chain at all levels, the local content baseline in the sector is equal to 54%

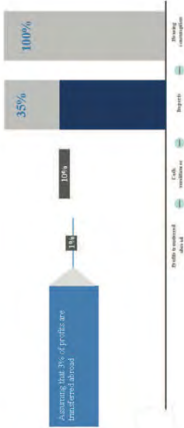
2/ Remittances by foreign labor

Local Content Baseline

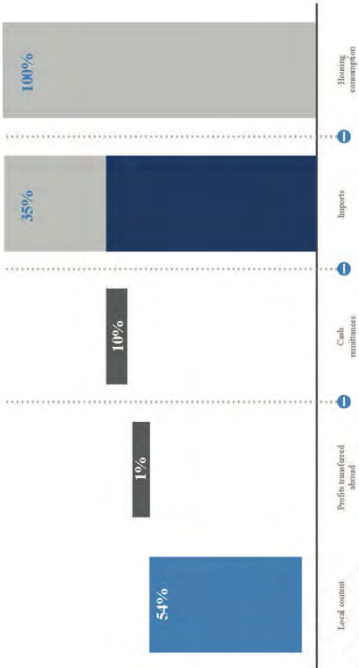


3/ Profits transferred abroad

Local content baseline



Local content baseline



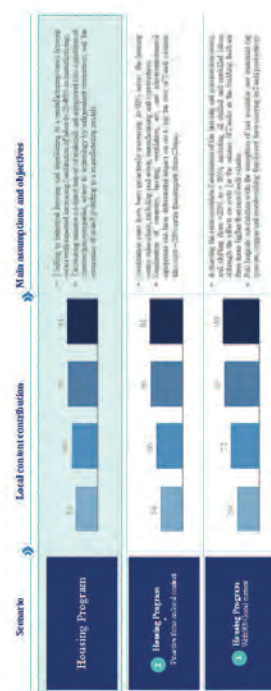
■ Increasing Saudization of the housing sector

It is crucial that the import of raw materials is reduced and the Saudization (nationalization) of the work force is accelerated – across all stages of the value chain, from developer to the manufacturer to suppliers of materials. Three possible scenarios are presented in the diagram below.



We believe that Scenario A is the most realistic because it does not require Saudization in a way that increases the cost of housing units.

Comparing scenarios A, B and C

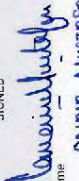
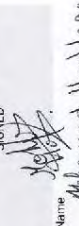


- Scenario (A) contributes to increase the local content from 54% to 74% in the housing sector, through increasing the percentage of localized jobs (Saudization) and the percentage of the local content of building materials. The following diagram provides the details:



Thank you

II. Corporatization & Establishment Project Charter

National Housing Services Company (NHSC)		Project Charter	
Approval by Project Team			
To:	National Housing Company (NHC)		
From:	EYSP Engagement Manager		
Date:	27 July 2017		
Subject:	Sign off - Deliverables: D1- Project Charter		
As per the terms of the Project, this memo is to request acceptance and formal sign-off of the following deliverables:			
Project Charter			
ON BEHALF OF NHSC		ON BEHALF OF EYSP	
 SIGNED Name: OMAR MUSTAFA Date: 27 JUL 2017  Operations - Oqasul القسم التشغيلي القسم التشغيلي National Housing Services Co. الشركة الوطنية لخدمات الإسكان		 SIGNED Name: Ahmad Haddara Date: 1/8/2017 	
National Housing Services Company (NHSC)		D1- Project Charter 27 July 2017 (Final)	
		EYSP	
Building a better working world		Confidential	
		2	

Document Control Sheet

Change Record

Date	Author	Version	Change Reference
27 July 2017		v1.0	No Previous Document

Reviewers

Name	Position
Wasfi Masri	Engagement Senior Principal

Distribution

Copy No.	Name	Location
1	Library Master	Project Library
2	Ministry of Housing	Ministry of Housing
3	EYSP	EYSP Riyadh Office

Table of Contents

1.	Introduction	5
2.	Project Information	6
2.1.	Project Objectives	6
2.2.	Project Scope & Approach	6
2.3.	Project Assumptions	15
2.4.	Critical Success Factors	19
2.5.	Project Work Plan	19
2.6.	Project Work Products	20
2.7.	Deliverable Acceptance Criteria	21
2.8.	Project Organization	22
3.	Project Management Approach	24
3.1.	Scope Management	24
3.2.	Risk/Issue Management	24
3.3.	Progress Reporting	25
4.	Appendices	26
4.1.	Appendix 1 - Project Deliverable Sign-Off Sheet	26
4.2.	Appendix 2 - Change Request Form	27
4.3.	Appendix 3 - Change Request Log	28
4.4.	Appendix 4 - Change Request Log	29
4.5.	Appendix 5 - Risk / Issue Log	30

1. Introduction

KSA MOH plays a pivotal role in the enablement of Vision 2030 and developing the national housing sector. The MOH is seeking to establish its capability to be governed by 5 core pillars. Its primary aim now encompasses developing and maintaining a modernized and digitalized housing ecosystem by up to date and reliable information, ample supply to meet growing demand, rooted in a well-regulated and governed ecosystem, and supported through continuous investment.

Under the MOH, the NHC manages an ecosystem of six Strategic Business Units (SBU) with the purpose of driving the growth & development of the KSA housing market. The National Housing Services Company (NHSC), an SBU within NHC, caters to 5 distinct customer groups by offering 4 closely integrated service clusters to the KSA market. NHSC creates economic value for homeowners, Homeowners' Associations (HOAs), and their service providers through innovative tools and platforms; relevant skills and information; and value adding services.

NHSC wants to be a service provider, an industry partner and leader, a training and education resource. Beyond delivering these initiatives, NHSC also wants to contribute socially, in terms of delivering a high-level of customer service, and financially, by driving value for money.

This Project Charter defines the project's scope, deliverables, assumptions, and expectations to be met by both NHSC and EYSP. It defines the processes by which the expectations will be achieved, including the project approach, work plan, deliverables and project team.

2. Project Information

2.1. Project Objectives

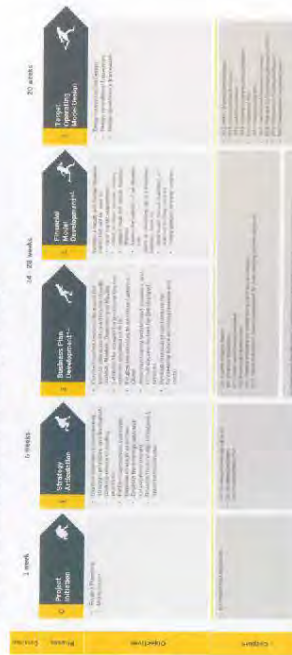
The main objectives of the project are:

- In efforts to further develop the housing market in KSA and improve the housing ecosystem, the KSA MOH & NHC are looking to quickly operationalize NHSC - an entity which will ultimately be responsible for creating economic value for homeowners, Homeowners' Associations (HOAs), and their service providers.
- The NHSC is seeking the assistance of a consultant in formally establishing and operationalize a dedicated SBU/Dept. for this purpose.

2.2. Project Scope & Approach

This section describes the overall approach of the engagement and the detailed scope to be carried out by EYSP.

FIGURE 1: Overall approach and methodology of the project



WS0: Project Initiation

The overall approach will encompass four core work streams including Strategy Articulation, Business Plan Development, Financial Model Development and Target Operating Model Design.

a) Project Planning

- Appoint a Project Sponsor / Manager from NHSC responsible for ensuring the success of the project
- Confirm Project Deliverables and Assumptions
- Develop Project Charter, including:
 - Roles & Responsibilities
 - Communication Protocols & Templates (e.g. Communication, Progress Reporting, etc.)
- Prepare a detailed project plan, discuss and agree on final milestones with the project sponsor.

b) Mobilization

- Arrange for the local on setup and ensure readiness of the same
- Mobilize EYSP resources
- Compile Information request, and tentative meeting schedule
- Conduct Kick off Presentation including Key Stakeholders
- Obtain the sponsor sign off on the work plan

WS1: Strategy Articulation

The core objectives of this phase include:

- Understanding the NHSC's core mandate
- Understanding the SBU/Department Strategic ambitions & direction

a) Develop baseline understanding

- Review the NDF (National Development Plan) & KSA Vision 2030 to capture the Kingdom strategic direction on the housing sector front.
- Review the NTR outcome to identify the relevant initiatives that constitutes the operational plan for MoH and highlight the relevant initiatives that impact homeowners.
- Read and analyze, for understanding purposes, the NHSC bylaw to reflect the same during the discussion of the respective stakeholders and to avoid conflicting strategic outcomes when developing the strategic plan and operating model for the SBU/Department.
- Review MoH Strategy document, and current Performance Framework / previous studies (where applicable).
- Engage internal stakeholders, collate, and document the voice of leadership.
- Identify and engage external stakeholders.
- High level review of existing IT platform and digital capabilities.

b) Conduct leading practice review - Desktop Research

- Define leading practice selection criteria. In coordination with the client, to drive international government authority selection.
- Identify up to 3 international government authorities comparable to KSA NHSC

- Conduct leading practice review exercise to better understanding the strategy of comparable government authorities has adopted across the globe (up to 3 individual benchmark strategies to be reviewed).
- Formulate key strategy considerations based on leading practice review.

c) Develop baseline strategic priorities and framework

- Conduct accelerated strategy workshop (up to 2) with key stakeholders to confirm strategic priorities, ambitions and gaps. Key questions we will seek visibility on from the workshop include: 1) Where is the SBU/Department now? 2) Where does the SBU/Department want to be? 3) How is the SBU/Department going to get there? 4) How will the SBU/Department make this happen?
- Articulate baseline specific strategic themes and ambitions based on the aforementioned and identify associated strategic gaps.

d) Perform assessment and refine baseline strategic priorities

- Perform a SWOT analysis to uncover the strengths and opportunities that are well-placed to exploit, the weaknesses and threats that would catch unawares.
- Refine the strategy themes as appropriate and prepare a presentation to the stakeholders.
- Conduct an accelerated workshop (up to 2) with respective stakeholders to present and clarify the outcome of the previous activities and facilitate the articulation of the vision, challenge and confirm suitable strategic options.
- Establish the baseline strategic priorities and strategic direction of the SBU/Department and co-develop the vision and the mission statement, the strategic objectives and the key focus areas.
- Expand on digital integration opportunities.
- Based on the newly articulated strategy, identify specific high-level strategy risks for consideration and related mitigation plans.

e) Develop the strategy map and the balanced scorecard (BSC)

- Build the strategy map to connect the agreed strategic objectives in an explicit cause and effect relationship in the 4 Balanced Scorecard (BSC) perspectives (financial, customer, processes and learning & growth).
- Develop the BSCs including KPIs linked to each objective.
- Provide details to the KPIs such as frequency, data sources etc., and define and validate the cascading relationships, documentation, analysis of implications and sign off.
- Develop guidelines for KPI usage including the process for reviewing and updating KPIs and for setting related targets.
- Conduct a workshop to discuss and agree the defined strategy map, KPIs and objectives mapping and respective KPIs details.

f) Performance Management Framework

- Develop performance framework including the strategy execution process, roles and responsibilities, calendar and templates.
- Develop performance reporting template on NHSC level to gather information, baseline, targets and discuss it with the management.
- Conduct performance management orientation sessions (up to 2) and agree on action plans to tackle any challenges.

g) Develop the strategic initiatives

- Based on the confirmed mandate, develop a set of strategic initiatives to support realization of set strategic objectives, including outline and a framework for rapid opportunities within the organization.
- Establish priority level (i.e. immediate, medium, and long term) of each strategic initiative.
- Develop initiative detailing encompassing initiative specific:
 - Description and scope
 - Objectives & degree of execution complexity
 - Core execution methodology
 - Owner & associated stakeholders
 - Interdependencies on other strategic initiatives
 - Digital integration, where appropriate
 - Resource needs & requirements
 - Estimated cost & time of execution

h) Develop Implementation Plan

- Based on the Confirmed Initiatives - establish Initiatives Prioritization Criteria and prioritize confirmed initiatives to generate Initiatives Roadmap.
- Identify key activities to implement all designs generated throughout this project; prioritize in coordination with the stakeholders.
- Establish an Implementation Plan for the strategic initiatives.
- Establish Tentative Implementation Risks and Mitigation Strategies.

WS2: Business Plan Development:

The core objectives of this phase include:

- Understand the key trends underlying the services offered by NHSC
- Identify services and critical success factors for the articulated services by regional and international players (government organizations)

a) Conduct market research to assess the industry characteristics (within 5 key areas in KSA i.e. Riyadh, Makkah, Madinah, Jeddah and Dammam)

- We would assemble, review and analyze economic and demographic data pertaining to KSA with particular focus on the identified cities, to evaluate the present economic climate within the country.
- Based on a best effort basis and information provided by the Client we would assemble, review and analyze existing market data pertaining to the services provided and proposed to be provided by NHSC:
 - Homeowners' Association Services
 - Real Estate Services
 - Saudi Real Estate Institute
 - Eddamrah
- Establish the competition profile for the key services provided by NHSC
- An understanding of the regulatory framework pertaining to the services offered by NHSC will be established
- We will also benchmark (up to 3) regional and international players who have successfully entered into the identified external markets with a focus on their (on a best effort basis):
 - Market positioning
 - Services provided

c Critical success factors

- Fee models
- Synergy analysis of the service offerings within the organization
- Time taken to calculate services
- Digital platform and service offerings, if applicable

b) Proposed identified Services Demand & Supply Review

- At this stage we will present the findings from the previous steps to identify and finalize the key services expected to be provided by NHSC.
- These services will be classified based on their complexities and encompass the examples identified by the Client, previously, but will not be limited to:
 - Value Added Services
 - Title Subdivision fees
 - Saudi Real Estate Institute trainings
 - FM services to Ministry of Housing and other stakeholders
 - Partnering with the private sector FM companies

Once the services have been finalized an opportunity analysis will be conducted to estimate a realistic level of supply and demand potential within the proposed markets. This will be done through secondary market research and focused interviews with industry experts, operators and owners to identify supply and demand dynamics. Supply and Demand characteristics will aim to answer the following questions (for example):

Supply

- Number of homeowner associations in the market?
- Number of units to be serviced by the FM provisions for the Ministry?
- Expected certifications required?
- Types of trainings required?

Demand

- Audience for trainings and certifications?
- Potential market for subdivision fees?

c) Co-develop financial projections for the foreseeable future including

Based on market research findings and in coordination with the client, co-develop financial projections for the identified services including:

- Revenue Forecast
- Capital Expenditure (CAPEX) requirements, including high-level estimates for Digital Initiatives
- Cost of Sales
 - Operating Expenditure (OPEX) such as:
 - Fixed and variable,
 - Maintenance,
 - Personnel,
 - General & Administration expenses
 - Investment and Maintenance Capex
- Working Capital Requirement
- Financial statements for the projection period including Profit & Loss, Balance Sheet and Cash Flow statements
- Key operating & investment metrics (eg. Free Cash flow analysis, key financial returns and ratios)

Undertake limited desktop research to assess up to 2 individual business cases for existing services in order to develop a comparison with the client financial projections for selected services; the main focus will be on 2020-21 which is the first year of the business while we will rely on the client data for other components (e.g., CAPEX and OPEX).

WS3: Financial Modelling

The core objectives of this phase include:

- Design the Financial Model specifications
- Build and develop the Financial Model tool
- Train and transfer knowledge to the Financial Model users
- Assess individual business cases (up to 2)

a) Develop a detailed Financial Model

Financial model development will include:

- Understand the industry characteristics and the company's activity and business model
- Define the Outputs of the Model and the key Assumptions and Inputs required
- Design the Model and determine the flow of calculations required in the Model
- Incorporate the identified complexity into the Model to ensure there are no major changes in the calculation required cases (e.g. change in the number of units)
- Present fully integrated financial statements including Profit & Loss, Balance Sheet and Cash Flow statements
- Perform Free Cash Flow analysis including a DCF based valuation to evaluate the viability of the different investments anticipated for the Project. That will be performed using the most appropriate methodology and parameters used in the industry
- Provide with a detailed Sensitivity analysis on key inputs
- Present "Dashboard" summarizing financial projections, Key Performance Indicators, Key Financial Ratios and Returns. Sensitivity summary results and representative Charts

b) Phase Processing

- Share the Draft version of the model with the Client and incorporate Client's feedback and comments
- Perform full testing of the model to ensure the model is free from material and calculation errors
- Finalise and Handover of the final model
- Conduct a training for the model users to ensure efficient and error-free use of the model

c) Business case assessment

- We understand that you have launched or about to launched some services for which you have the infrastructure ready. We will look at these services and assist you in the assessment of up to 2 major services. This individual assessment of up to 2 "business cases" will cover the following aspects:
 - Pricing and fee structuring
 - Costing and capital expenditures**
 - Return of Investment



WS4: Target Operating Model Design

WS4.1 Organizational Design:

a) Organization Structure Design

- Conduct an assessment of the current state of the organizational design and organization structure at NHSC and assess their suitability for NHC's needs and future development plans.
- Consider Structural Implications of the Strategy.
- Identify the various design principles to be applied for structuring the SBU/Department e.g., synergy of activities, specialization, governance and control, communication and process streamlining.
- Understand key areas of the value chain and linkage to competitive advantage.
- Evaluate potential areas of synergy and finalize structural design principles.
- Prepare structural options based on value chain analysis and design principles.
- Conduct a workshop with the stakeholders, discuss and select the best-fit organization structure option for both the immediate and long term.
- Develop detailed organization structure based on finalized design principles (for both immediate and long term) and chosen organization of the various functions and their distribution across the various SBU/Department tiers.
- Design Functional Structure showing the aggregation of the various functions and identify positions required within each function - generate Positional Structure (level 3) and confirm with the stakeholders.
- Develop the statement of functions describing the role of each of the function within the organization structure.

b) Competencies Dictionary

- Tailor and customize competencies to fit the NHSC's functions.
- Leveraging NHSC's business strategy and identified processes.
- Develop unique competencies specific to the SBU operating environment Dictionary.
- Provide insight into leading practice competencies and draft the competencies Dictionary.

c) Job Descriptions

- Refer to EY's Job Profiling Databank to compile information on positions within confirmed organization structure (positional structure).
- Based on the approved positional structure, develop the JDs template, discuss and agree with the stakeholders which, at the minimum should include 1) Role Title & Reporting line, 2) Purpose, 3) Key Responsibilities, and 4) Job Specifications and Requirements (competencies, educational qualifications, work experience).
- Develop JDs for the approved positions based on the leading practices for similar jobs captured in the first activity.
- Submit the JDs for sign-off and approval of stakeholders.
- Incorporate feedback that has been agreed upon and submit final JDs.

d) Grading Scale and Salary Structure

- Establish the Job Evaluation Committee (JEC) consisting of key stakeholders representing all the various functions of the SBU/Department.
- Facilitate evaluation of benchmark positions with JEC, based on the roles and responsibilities using the EY Job Evaluation Methodology.
- Based on our extensive experience, some typical issues that could be put forward to the Job Evaluation Committee for their consideration are:



- o Requests for revisiting the scores, requests for alterations in JDs (the Ernst & Young team will provide full support here by presenting the logic and rationale for each score).
- o Does the hierarchy of the position (based on the rank order) make intuitive sense and reflect the differences in the overall function/ role of the position?
- o Do the degree of differences in points reflect the degree of differences in responsibilities and impact between positions?
- o Is there a significant space (in terms of scores) between the supervisors and subordinates?
- Present the job evaluation report indicating evaluation scores for each position.
- Based on the job evaluation results, develop and present options (maximum of 2) of grading structure to be implemented within the SBU/Department.
- Design a grading structure and slot the benchmark positions into the grades based on the evaluated scores.
- Detail the market data on compensation using EY rewards methodology and internal database of comparator organizations.
- Define the compensation elements and their definitions.
- Develop the proposed compensation structure.
- Prepare the Grading Scale and Salary Structure and obtain the sign-off.

e) Manpower Plan

- Based on the functional accountabilities and processes and identified responsibilities from the previous steps, identify process workload drivers and workload measures.
- Conduct a time study to estimate time required to perform the activities.
- Develop manning norms and identify surplus/deficit in the potential manpower.
- Prepare manpower plan outlining number of staff required for each position within the confirmed long term structure.
- Recommend optimum manpower numbers across unique roles and functions.
- Compile manpower plan outlining number of staff required for each position within the confirmed long term structure.

f) Departmental KPIs

- Develop departmental level KPIs based on the SBU/Department strategy and the key responsibility areas for the resources.
- Refer to the key responsibility areas of each function within the organization structure.
- Obtain feedback and sign-off on finalized Departmental KPIs.

WS4.2 Operations Framework:

a) Assess process architecture

- Conduct an assessment of the current state of the operational framework at NHSC, including the policies, procedures, risks and controls available and assess their suitability for NHSC's needs and future development plans.
- Identify and confirm the final list of applicable processes based on the outcome of the previous sections.
- Refer to applicable laws and regulations, leading Public Financial Management (PFM) and Governance practices, and explore relevance to NHSC.
- Understand the available IT solutions and study the process blueprints, as it stands and if available, to align the same with the developed procedures.
- Identify, using EY Process Depot tool, similar processes that are aligned to leading practices and comply with the control environment requirements.

b) Develop NHSC's Policies and Procedures Manual

- Prepare policies based on applicable laws, regulations, leading practices and NHSC's final agreed operating model, organization structure, roles and responsibilities - seek NHSC confirmation.
- Draft process maps depicting inputs, outputs, controls, and responsibilities in the work flows.
- Identify key areas of focus that needs to be reviewed and improved.
- Enhance the process maps, if necessary, based on the input on exercise.
- Finalize the confirmed Policies and Process maps, prepare detailed procedures including clear, unambiguous and priority description with respect to the process and develop supporting forms/templates

c) Develop the RCM and KPIs

- Using EY Risk Universe to identify the process inherent risks.
- Map the process controls to the identified risks and identify any open risk.
- Develop mitigating controls, for open risks, and reflect the same back into the process procedures.
- Using EY process KPIs database, identify the Key Performance Indicators (KPIs), for each Mega Process.
- Establish linkage of Process-level KPIs to the established Strategic KPIs.
- Complete the Risk and Control Matrix (RCM) & KPIs report.

WS4.3 Governance Framework:

a) Develop Governance Frameworks:

- Conduct an assessment of the current state of governance framework at NHSC and assess its suitability for NHSC's needs and future development plans.
- Refer to Leading Practice Governance Applications and assess applicability. Reference codes include UK Combined Code; Cadbury Report; The Conference Board; King Report; OECD Governance Standards and CMA.
- Refer to applicable laws and regulations and previous steps key governance components identified in the assessment of internal control structure.
- Develop the governance framework structure and define the governance definition, principles, requirements, measurements, horizontal and vertical lines of communication flow and governance reporting mechanisms.
- Governance manual detailing related roles & responsibilities, independence requirements, workflow management, risk management, work ethics and disclosure requirements.
- Define and develop committee authorities & responsibilities including both permanent and temporary committees objectives, workflow methodology, performance measurement, communicating results and reporting.

b) Develop a Delegation of Authority Matrix:

- Based on the applicable regulations / by laws, and the outcome of the previous phase (2.1 and 2.2), develop the financial and administrative delegation of authority matrix.
- Propose positional delegations (RACI format) based on the above as well as level of control required and aligned to leading practice applications.

2.3. Project Assumptions

Considering the complexity of the engagement, we have made the below assumptions to complete the project.

General Assumptions:

- EY's proposal contains commercially sensitive information. As such as request that it is treated with confidence and not divulged to any Third Party outside of NHSC without written consent from EY.
- EY reserves the right to review, negotiate and amend or awarding contract issued by NHSC at the awarding stage, while ensuring both contractual parties' mutual benefits written.
- EY will adhere to None Disclosure Policy.
- The proposed scope of work does not include any post-design aspect. No implementation, implementation support or transition support is included within the scope. Any post-design required work would result in involving a mutually agreed Request for Change (RFC) to arrive at mutually agreed actions, including any fee related changes (increase / decrease).
- The engagement start date will be mutually discussed and agreed, assuming a mobilization of at least 2 weeks. The actual engagement team will be chosen based on skills and availability at the start of the project.
- Schedules and timelines included are close approximations based on our knowledge of requirements and our experience, and does not account for public holidays.
- Our timeframe and fees are based on the assumption that NHSC will provide required information in a timely manner, up to 5 working days from a formal written request being submitted to the Project Manager.
- Any delay on the part of NHSC and its team in securing required meetings for the EY team and providing required documentation will impact the overall engagement timeline and will not be held liable for any such delays that may occur on the part of NHSC or its team.
- Any changes to NHSC's requirements or our assumptions / limitations that impact our effort would result in invoking a mutually agreed Request for Change (RFC) to arrive at mutually agreed actions, including any fee related changes (increase / decrease).
- EY working hours will be in line with the client duty time up to 45 hours per week (9 hours per day). No work during the weekends (Friday and Saturday) is expected.
- During the planned project duration, to allow for sickness and planned holiday leave by the project team members, EY will assign suitably qualified and experienced consultants to ensure that the planned activities are not impacted by the leave.
- All work products will be provided in English language. Translation of the work products into the Arabic language will be performed for the final deliverables drafts only if required and upon obtaining the client's sign-off on the English version.
- EY will not take any management decision throughout the project and will not express any legal opinion or assurance related reports and/or opinion.
- NHSC shall assign a Project Sponsor and a full time Project Manager for the duration of the project. The Sponsor is expected to have an interest in the outcome of this project and to have the authority to deal with all issues of scope, time and other properly required resources.
- The Project Manager is expected to set up the required information and resources required for the project and also will be responsible for the review and sign-off of work products.
- NHSC assigned Project Sponsor and Project Manager will work closely with EY team providing them all mandated and required documents and files to ensure successful delivery to the project.
- Neither EY nor its team is responsible for the accuracy or legitimacy of information provided to it by NHSC or any concerned related - contracted parties.
- NHSC assigned Project Sponsor and Project Manager will participate in meetings and workshops conducted to discuss project progress, issues, outcomes, and work

products with the goal of discussing all previously mentioned and work together in addition or completing them.

- All required work products will go through one (1) round of review / validation by EY. If it is not accepted after (5) working days for each contracted work product, EY will consider a completed work product. This five (5) working day period will not be impacted by the availability of the client staff due to vacations / time off. If no feedback is received in this period, then the draft contracted work product would be assumed as final.
- Once the final contracted work product is approved, we would consider our responsibilities to be discharged and will not be responsible for making further modifications to the work products.
- EY's team should have full and free access to all personnel that are related to the project with the goal of acquiring, ask for information or communication to ensure successful delivery to the project.
- NHSC shall be responsible for providing suitable work space for the project team on site at NHSC premises. NHSC shall provide adequate equipment office space, printers, network and internet access, telephone lines, and other reasonable consumable, support facilities and services for use at its own site for the members of EY project team, as it may be necessary to deliver the project. It is assumed the EY project team will be primarily based on-site however in some instances work may be conducted off-site where appropriate to properly prepare and review work products.
- Finalization of two iterations will be accommodated for a deliverable to be issued as final. Any deviation to this timeline may result in a delay in the project duration and cost and will be identified and charged separately.
- Our work will not include any IT related elements including any design, testing or implementation of any IT aspect.
- We will not provide any procurement activities or be part of any procurement activity related to NHSC.
- We will not perform any recruitment activity or act in management position on behalf of NHSC regarding its recruitment activities. However, we can provide NHSC with support such as screening, providing our recommendations on the candidates, and NHSC requirements as part of the manpower plan.
- We will not be developing any innovation related work products or elements and will not be responsible for the implementation of any innovation elements by NHSC. However, we will be providing a subject matter resource to provide guidance on digital opportunities for a maximum period of 4 weeks.
- We will provide shadowing opportunities and knowledge transfer sessions for NHSC team members to orient them on the developed work products.
- The scope of work does not include any traveling or site visits.

WS 1: Strategy Articulation

- It is assumed that NHSC will share with EY all strategy / research related documentation at their disposal for the Strategy Design.
- The Strategy Design will only include developing a Strategy for NHSC, and will exclude any updates to existing NHSC Strategy, or the formulation of a strategy for any other NHSC department/SBUs.
- Key Performance Indicators developed will include Strategic KPIs and initiative KPIs. EY will formulate the measure (KPI), and outline the formula only. The scope excludes identifying Data Sources or assigning numerical targets for developed KPIs.
- The scope is heavily consultative and requires a lot of involvement from relevant NHSC Leadership & Personnel / other relevant Stakeholders - it is assumed that NHSC will ensure their availability to the project team as and when required.

- EY is not responsible for the implementation or execution of the strategies developed.
- All strategy workshops will be conducted only.
- Performance management orientation sessions will be limited to 2 sessions only.

WS 2: Business Plan Development: Any activities not describe as Services, as indicated above under Scope of services, are not covered by the Fees stated herein.

We assume that NHSC will provide the existing business model/plan with all associated information and analysis.

Throughout the project, our scope of work does not include:

- Collecting/providing any technical data, or relevant functional and legal information
- Reviewing or updating the reports after they have been issued and finalized
- Assisting in or developing requirements for the technical configuration or modification of any systems being implemented.

a) Assistance in Implementation:

- For the purpose of this engagement, we will not be responsible for the actual implementation of any of our recommendations (i.e. communication plan, training etc.) Accordingly, the implementation of our recommendations shall be currently outside the scope of our assistance.

b) Functional Delineation

- The development of the functional delineation will be limited to the Corporate and functional level and would only represent the delineation of key activities, excluding any financial limits.

WS 3: Financial Model Development

- Our work does not include developing a specific business valuation for the purpose of raising capital by NHSC through means such as IPO, Private Placement, etc.
- We will review the financial model to verify the accuracy of all the calculations. However, we would not be performing any audit or review of any financial information (historical or prospective) that we may use as part of our analysis, and will not be issuing any form of audit, review or audit opinion on the financial statements.
- Any inquiries made and documents reviewed as part of the engagement should not be deemed as due diligence. Further, no responsibility will be assumed for matters of a legal nature, except as specifically stated.
- It should be noted that the responsibility for the future, either for the Project or the company as a whole, is not ours. Accordingly, we cannot guarantee the reliability of the future projections. It is important to emphasize that the current or reviewed assumptions will be related to NHSC's anticipated future actions and the market dynamics, neither of which can be guaranteed to happen. Even if the events projected do occur, actual results are likely to be different from the projections since other events frequently do not occur as expected. Variation between actual and expected results may be material.
- Our service delivery and our fulfilling the estimated timeframe included in this Engagement Agreement are contingent on timely availability of the requested information and NHSC's personnel for meetings and discussions.
- NHSC will be responsible for the following in relation to constructing the Model:
 - Review and approve input data and assumptions.
 - Review interim versions of the Model under construction and provide comments arising on a timely basis.

- Review the Model to assess the appropriateness and completeness of the assumptions on which the Model is based as well as the quality of the data used.
- Accept responsibility for the use of the Model which also performs calculations and is consistent with the Model, has caused or for the consequences of any inherent defect in Excel or other programs on which the Model relies.
- The risk that the Model contains material errors may be reduced through testing. The degree of assurance provided by testing will be affected by the scope and extent of the procedures used. We will perform a coding and an analytical review on the model.
- EY will perform limited testing of the Model in the course of its construction based on our standard procedures to provide NHSC with a robust model that meets their requirements. Such testing would not be performed independently of the construction process and would not represent a structured test program and, accordingly, since the scope of work does not include providing an opinion letter on the accuracy of the model that might be provided to third parties requesting access to the model, this testing should not be relied upon by users of the Model to indicate the Model is free from material logical errors.

WS 4: Target Operating Model Design

a) Organization Structure

- A maximum of 2 options will be developed (if applicable) for the operating model of the in-scope departments, and a maximum of 2 workshops will be conducted with NHSC to discuss / evaluate the developed options.
- Functional and positional structures (up to level 3 only, starting from level 0 (CEO Level)) will be developed for the in-scope departments only (in-scope departments means the departments that will be identified as part of the proposed functional structure (Business and Support)). Scope excludes any changes / amendments to any other NHSC departments.
- Job Description statements will include educational and experience requirements, and will reflect the approved organization structure. Template to be agreed on throughout the project.
- Our scope is limited to developing Job Descriptions for in-scope departments only, to a total of 20 job descriptions for unique positions. Yet, in case those exceeded this figure, EY will consider providing additional JDs to a reasonable extent. Anything goes beyond that, EY will conduct a train the trainer session with a dedicated NHSC employee(s) who will be responsible for developing the remaining JDs that will be required for the in-scope departments.
- EY is not responsible for developing HR manual or career path and succession plan or any training and development plan or any appraisal system for the SBU.

b) Operational Framework

- All workflows will be developed for the identified processes at level-4 (actively level as per BPMN notification).
- We will not validate or test the accuracy of any data received from NHSC.
- We will develop our in-scope work products in line with the ISO requirements, including the policies, procedures and templates. However, we will not be responsible for developing any extra work products in addition to our in-scope work products and will not be responsible for applying our supporting for the application for the ISO certificate.
- While our scope of work covers a maximum of 50 mega core processes of NHSC's 4 main service clusters only (Saudi Real Estate Institute, Title Subdivision, Estidamah

and Owners Association Program), we will be flexible. In the event that 50 mega processes end up not needed by the time we get to this phase of our engagement, to substitute / cover select processes (mutually agree) from non-core processes subject to the level of efforts that was originally budgeted remaining the same and no additional effort is needed.

- All additional work will be charged to the client.
- Workflows required above each option's limit will entail a scope and fee change order.
- KPIs and AIGs will be identified at the mega process level (level-2) only.
- We will not be responsible to develop any outreach plan or relevant elements and work products.

2.4. Critical Success Factors

The key prerequisites for the success of this project include:

- The support and commitment of NHSC Project Sponsor
- Clear agreement on the objectives of this project by NHSC and EYSP
- The availability of a dedicated Project Manager and team members on NHSC's side
- Timely provision feedback and approval on the deliverables
- Availability and timely provision of the data required
- Timely arrangement of the meetings with EYSP
- Understanding the complexities in the implementation support
- Having realistic expectations
- Open and timely communication between project leadership teams

2.5. Project Work Plan

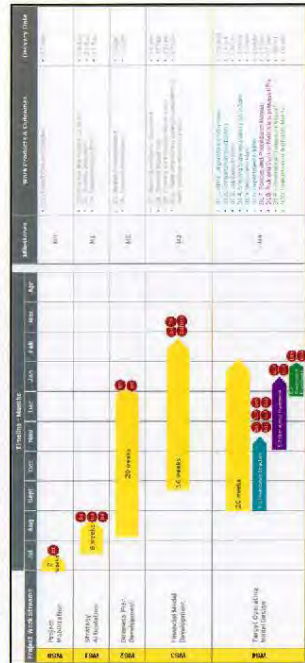
The total duration of the project is 7 months from the project kick-off date, for the completion of the Strategy, Business Plan Development, Financial Model Development and Target Operating Model Design. The actual time spent on the assignment and its actual completion date is dependent upon a number of factors, some factors may be out of our control. The timeline is as best as possible, and we will be notified in advance warning will be on regular basis to make the project delivery. We shall make our best efforts to realize the timeline. However, delays are incurred, we shall inform you of any changes to the completion dates.

Please note that the timeframe does not include the time taken by you to provide us with the requested information or to review the draft report(s) (other than the 5 working days given to review each deliverable).

In setting the project timeline and schedule, EYSP expects a reasonable and timely response to our requests for information, documentation, meetings, interviews, or workshops as well as in approving the project deliverables. Delays will be tracked and reported to NHSC Project Manager to identify the reasons of delay in order to assess the impact on the project duration and budget and to decide on the appropriate action.

FIGURE 1: Proposed Engagement timeline

The project mobilization has started on the 4th of June, while the official kick-off has started on the 17th of July with the strategy team being the first stream of work. We estimate that the engagement timeline will be 7 months from the kick-off date.



2.6. Project Work Products

The project Work Products will be the following:

- WS0: Project Mobilization**
 - D1: Project Plan and Charter
- WS1: Strategy Articulation**
 - D2: Strategy Workshops (up to 2)
 - D3: NHSC Strategy Document
 - D4: Implementation Plan
- WS2: Business Plan Development**
 - D5: Market Analysis Report
 - D6: Financial Projections
- WS3: Financial model Development**
 - D7: Model Specification Document
 - D8: Financial Model Tool
 - D9: Training workshop for Model users
 - D10: Paper on business case(s) assessment for major existing services (up to 2)
- WS4: Target Operating Model Design**
 - D11: NHSC Operational Structure
 - D12: Core Competencies Dictionary
 - D13: Job Descriptions
 - D14: Grading Scale and Salary Structure
 - D15: Manpower Plan
 - D16: Departmental KPIs
 - D17: Policies and Procedures Manual
 - D18: Risk and Control Matrix and process KPI's

- D19. Governance Framework Report
- D20. Delegation of Authority Matrix

Note: Only locked versions (PDFs) of our work products will be branded with EYSP logo. Any work product required in editable version will be provided on white papers, without any reference to EYSP and after obtaining the sign-off on the work product from NHCSP Project Sponsor.

Deliverables Billing Schedule

The table below illustrates the dates for each bill that will be due upon deliverables submission:

Planned Invoice Date	Plan Invoice Amount (\$K)	Work Products	Description
17 Jul 2017	5,000,000	None	Advance payment upon signing the contract and payable within 30 days from invoice date
24 Aug 2017	1,500,000	D11, D2, D5, D4	Upon completion of WMS1 - Strategy Articulation
16 Jan 2018	1,000,000	D2, D6	Upon completion of WMS2 - Business Plan Development
28 Feb 2018	1,000,000	D7, D8, D9, D10	Upon completion of WMS3 - Financial Model Development
		D11, D12, D13,	
		D14, D15, D16,	
		D17, D18, D19,	
19 Jan 2018	1,000,000	None	Upon completion of WMS4 - Target Operating Model Design
28 Feb 2018	500,000	None	Upon completion of WMS5 - Target Operating Model

2.7. Deliverable Acceptance Criteria

All work products will be provided in English language. Translation of the work products into the Arabic language, where requested, will be performed for the final deliverables drafts only and upon obtaining the client's sign-off on the English version from NHSC Project Sponsor.

Acceptance Criteria

The approach for approval of key deliverables mentioned in the project charter will be as follows:

- ▶ The draft deliverable will be issued to the N-HSC's Project Manager upon completing the internal review and quality assurance processes.
- ▶ EYSP will have 5 working days to reject the deliverable.
- ▶ EYSP will retain the key contents within 5 working days.
- ▶ EYSP will obtain the feedback from N-HSC within 5 working days from issue of the draft deliverable.
- ▶ EYSP will consider the comments, advise on the acceptable amendments and revise the draft reports once.
- ▶ If N-HSC's Project Manager and Project Sponsor do not accept or reject received deliverables within 5 working days, deliverables will be considered accepted.

A project deliverable acceptance will mean:

- The deliverable conforms to the description in this Project Charter.
➤ It contains the level of detail necessary to address the issues/solutions it was intended to.

Project Charter

- Once the final work product is approved, we would consider our responsibilities to be discharged and will not be responsible for making further modifications to the work products.

2.8. Project Organization

The purpose of this section is to outline the project organization, the reporting structure and the roles and responsibilities of each position or group involved in the project.

Project Governance Structure

To deliver this project we have formed an experienced team with a mix of EYSP resources and team leaders. The below diagram depicts the right mixture of the EYSP team to successful completion of the project.



Note: The team availability is subject to the starting date of the project. Yet, if any of the above is not available, EYSP will assign a team member with the same level and experience.

Steering Committee

Steering Committee Member Name	Position	Organization
Mohammed Faisal Bin Moammar	Chief Executive Officer – Project Sponsor	NHSC
Wassil Masri	Engagement Senior Principal	EYSP
Husan Jabir Al Fahri	Chief Operations Officer	NHSC
Sushanta Mohapatra	Chief Strategy Officer	NHSC
Mohammad Haidara	Engagement Manager	EYSP
Omar Nishat	Project Manager	NHSC

Communications Approach

During the course of the project, it will be important to periodically communicate the objectives, schedule, progress and other issues related to the project to all key stakeholders.

The primary medium for this communication will be via regular meetings, e-mails, audio and video conference calls and accompanying memoranda. Following is the primary communication plan for the project:

Report/ Forum	Frequency	Com. Channel	Attendees/ Target	Purpose/ Content	Accountability
Progress Report (Internal and external)	Weekly	E-mail/Meeting	NHSC's Project Manager, EYSP PMO	Project Progress, Risks, Issues	PMO/ NHSC's PMO
Steering Committee Meeting	Bi-monthly	Meeting	Steering Committee Members, EYSP PMO	Project Progress, Risks, Issues, Escalated Issues	PMO/ NHSC's PMO

Project Team Facilities

Following is a list of the required facilities at NHSC for the Project Team (on need basis)

- Sufficient workspace for the project team
- Access to a conference/meeting room equipped with conference table and guest chairs
- Desks and Cabinet (with locks)
- Telephones Lines (1-2)
- Internet Access
- Access to a photocopier and printer
- Whiteboard with erasable marker pens

3. Project Management Approach

The purpose of this section of the Project Charter is to outline the processes to be used for:

- Scope Management;
- Risk / Issue Management; and
- Progress Reporting.

3.1. Scope management

The Scope Management process is initiated whenever a determination has been made that a requested change is likely to require a change to the project. The following steps are then used to manage change to the project:

Upon NHSC's request for a change:

- All requests for change shall be formally documented by the NHSC Project Manager using the Change Request Form and Log Form. This ensures that changes can be tracked and the initiators of the change can be kept informed of the status of their requests. All scope related change requests must be addressed and approved by NHSC Project Sponsor prior to submission to EYSP.
- EYSP receives and reviews the NHSC change request and provides cost and time estimates for completion.
- NHSC reviews and approves the EYSP proposal and issues a formal letter along with any other documents required from EYSP related to the change.

Upon EY's request for a change:

- All requests for change shall be formally documented by the EY Engagement Manager using the Change Request Form and Log Form. This ensures that changes can be tracked and the initiators of the change can be kept informed of the status of their requests. All scope related change requests must be addressed and approved by EY Engagement Senior Principal prior to submission to NHSC.
- NHSC receives, reviews and approves EYSP change request.

A sample of the Change Request Form, Change Request Assessment and Change Request Log are provided in Appendices 2, 3 and 4 respectively.

3.2. Risk/Issue Management

- It is essential that project risks are understood and that appropriate strategies are developed to mitigate these risks.
- To manage the risks and other issues that arise during the project, a Risk and Issue Management Procedure will be implemented. Risks and issues will be managed through the project using a maintained Risk and Issue Log discussed at progress meetings.

National Housing Services Company
(NHSC)

Project Charter

➤ During the project, issues will occur which will be outside the boundaries of the project team or be able to resolve. The procedure described below will be used to address these problems to enable the preparation and execution phases to continue.

➤ Record Risk and Issue Details

- Any project team member may raise an issue or discover a risk and get it added to the issue list.
- Issues might include problems found with documentation or project process.
- The respective project team member will investigate the issue and raise it to the team leader or Engagement Manager. The Engagement Manager will discuss the issue and, if necessary, submit the issue to be entered into the Risk and Issue Log together with any background and supporting information. If it is estimated that the risk could have a significant impact on the project it will undergo the procedure described below.

- Resolving Issues and Developing Risk Containment
- For critical issues, the progress of resolution will be recorded in detail on a Risk and Issue Form.
- Alternative solutions to the issue will be discussed and documented in the Risk and Issue Log.
- The impact on schedule, progress, reviews, and other project objectives will be estimated for each solution.
- Engagement Managers' recommendations will be documented in the Risk & Issue Log.
- If the issue can be resolved without impacting contractual obligations then the originating Project Manager will sign-off the Risk and Issue Log after agreement with the other Project Manager; and,
- If no action is taken then this fact must be clearly indicated in the Risk & Issue Log.

Sample of the Risk / Issue Log is provided in Appendix 5.

3.3. Progress Reporting

The project status will be reported to NHSC Project Manager by EYSP Engagement Manager on a weekly basis.

EYSP

Confidential

25



National Housing Services Company
(NHSC)

Project Charter

4. Appendices

4.1. Appendix 1 – Project Deliverable Sign-Off Sheet

As noted within the body of this Project Charter, the ultimate acceptance of each of the project's formal deliverables is the responsibility of the NHSC Project Manager. This appendix includes the template for the sign-off sheet to be used throughout this project.

The criteria for acceptance of a deliverable is that the NHSC Project Manager agrees with the content of the deliverable and will support it. This will include:

- The deliverable conforms to the description in this Project Charter.
- It is factually correct with all assumptions clearly stated.
- It contains the level of detail necessary to address the issues it was intended to.

National Housing Services Company (NHSC)

To: NHSC Project Manager

From: EYSP Engagement Manager

Date:

Subject:

This memo is to request the formal sign-off of the following deliverable:

XXXXXX

The deliverable has already been reviewed by the Project Manager and other relevant staff whose feedback has been incorporated in this document.
Signed as an authorized representative to confirm acceptance of the deliverable listed above.

ON BEHALF OF NHSC
Project Manager

ON BEHALF OF EYSP
Engagement Manager

DATE SIGNED

DATE SIGNED

EYSP

Confidential

26



74

4.2. Appendix 2 - Change Request Form

 Provision of Advisory Services Change Request Form					
Change Request Name	Urgent ☐	Important ☐	Optional ☐	Change Request No.	
Change Request Priority				Date Requested	/ /
Change Requested By				Attachment	Y / N

DESCRIPTION OF CHANGE

Type of Change (Functional, Deliverable, Schedule, Budget, Quality)	Changes Requested (Attach supporting documentation as necessary)
---	--

REASON FOR CHANGE

Please Describe Reason:

IDENTITY OF SUPPORTING OR RELATED WORK PRODUCTS AFFECTED BY THE CHANGE

--

4.3. Appendix 3 - Change Request Assessment

 Provision of Advisory Services Change Request Assessment			
Change Request Name		Change Request No.	
Assessment Date		Attachment	Y / N

DESCRIPTION OF WORK REQUIRED AND JUSTIFICATION

--

CHANGED / ADDITIONAL DELIVERABLES

--

IMPACT IF CHANGE IS NOT APPROVED

--

POSSIBLE WORKAROUND

--

IMPACT ON BUDGET

Manhours:	Expenses:	Capital:	TOTAL:
-----------	-----------	----------	--------

ASSESSMENT RESULT

R = Request Rejected	☐	Requester to be Advised By:
D = Request Deferred	☐	
A = Requested Action Approved	☐	Requester or Impact Analysis Action Assignee To:
I = Impact Analysis Required	☐	Estimated Action Start Date: Decision Becomes Critical On:

APPROVED BY:

Name: CHSC Project Manager	Signature:	Date:	Contact No:
-------------------------------	------------	-------	-------------

AUTHORIZED BY:

Name: Project Sponsor	Signature:	Date:	Contact No:
--------------------------	------------	-------	-------------

4.4. Appendix 4 - Change Request Log

										
Provision of Advisory Services										
Change Request Log										
Last updated on:										
Updated by:										
Key: (1) U = Urgent, I = Important, O = Optional (2) R = Request Rejected, D = Request Deferred, A = Requested Action Approved, J = Impact Analysis Required (3) Brief description of either the action undertaken or the outcome of the impact analysis.										
Change Request No.	Date Requested	Requested By	Request Priority (1)	Date Assessed	Assessment Result (2)	Approved By	Actions Assigned To	Estimated Start Date	Action Result (3)	Date Request Finalized
1.										
2.										
3.										
4.										
5.										

EYSP

Confidential

29

4.5. Appendix 5 - Risk / Issue Log

									
Provision of Advisory Services									
Risk / Issue Log									
Last updated on:									
Updated by:									
Key: (1) H = High, M = Medium, L = Low, DEF = Deferred, AFI = Accepted For Further Investigation (2) OPN = Open, RES = Resolved, REJ = Rejected (3) Brief description of either the action undertaken or the outcome of the investigation.									
No.	Date Raised	Raised By	Priority (1)	Date Assessed	Status (2)	Actions Assigned To	Estimated Start Date	Action Result (3)	Date Finalized
1.									
2.									
3.									
4.									
5.									
6.									

EYSP

Confidential

30

WBS	Task Name	Duration	Start	Finish
1	NHSC Project Schedule	178 days	Sun 04/06/17	Wed 28/02/18
1.1	WSD: Project Initiation	28 days	Sun 04/06/17	Tue 25/07/17
1.1.1	Project Planning	7 days	Sun 04/06/17	Mon 12/06/17
1.1.1.1	Assign a Project Sponsor / Manager from NHSC	1 day	Sun 04/06/17	Sun 04/06/17
1.1.1.2	Agree the Project Charter	1 day	Mon 05/06/17	Mon 05/06/17
1.1.1.3	Confirm Project Scope, Deliverables, and Assumptions	1 day	Tue 06/06/17	Tue 06/06/17
1.1.1.4	Develop Project Charter	1 day	Tue 06/06/17	Tue 06/06/17
1.1.1.5	Final milestones with the project sponsor	2 days	Wed 07/06/17	Thu 08/06/17
1.1.1.6	Prepare a detailed project plan and discuss it and agree on	1 day	Sun 11/06/17	Sun 11/06/17
1.1.1.7	Develop Project Plan & Charter	1 day	Mon 12/06/17	Mon 12/06/17
1.1.1.8	Prepare, discuss and agree detailed project plan	1 day	Mon 12/06/17	Mon 12/06/17
1.1.1.9	Initiate ESQ and update SQ tool	1 day	Tue 13/06/17	Tue 13/06/17
1.1.2	1.1.2.1 Mobilisation	21 days	Tue 13/06/17	Tue 25/07/17
1.1.2.1	1.1.2.2 Arrange for the location setup	3 days	Tue 13/06/17	Tue 13/06/17
1.1.2.2	1.1.2.3 Mobilise ESQ resources	1 day	Tue 13/06/17	Tue 13/06/17
1.1.2.3	1.1.2.4 Generate information request, and tentative meeting	1 day	Tue 13/06/17	Tue 13/06/17
1.1.2.4	1.1.2.5 Arrange for the location setup	1 day	Tue 13/06/17	Tue 13/06/17
1.1.2.5	1.1.2.6 Conduct team kick-off including all WS leaders	1 day	Wed 14/06/17	Wed 14/06/17
1.1.2.6	1.1.2.7 Obtain the acceptance on the project plan and charter	1 day	Mon 19/06/17	Mon 19/06/17
1.2	WS1 Strategy Design	30 days	Tue 26/07/17	Tue 25/07/17
1.2.1	Develop baseline understanding	18 days	Sun 16/07/17	Thu 24/08/17
1.2.1.1	1.2.1.2 Review the NIP's relevant initiatives	2 days	Sun 16/07/17	Sun 16/07/17
1.2.1.2	1.2.1.3 Review MoH Strategy document, and initiatives	2 days	Sun 16/07/17	Sun 16/07/17
1.2.1.3	1.2.1.4 Review NHSC Strategy	2 days	Sun 16/07/17	Sun 16/07/17
1.2.1.4	1.2.1.5 Develop SWOT analysis	13 days	Tue 18/07/17	Thu 03/08/17
1.2.1.5	Digital - collect all the digital services studies that NHSC has performed	2 days	Mon 31/07/17	Tue 01/08/17
1.2.1.6	NHSC Leadership Aspirations	16 days	Sun 16/07/17	Sun 06/08/17
1.2.1.7	1.2.1.8 Review NHSC bylaws and regulation	1 day	Sun 16/07/17	Sun 16/07/17
1.2.1.8	1.2.1.9 Review any available strategy planning conducted within	2 days	Sun 16/07/17	Mon 17/07/17
1.2.1.9	NHSC	1 day	Sun 16/07/17	Sun 16/07/17
1.2.1.10	1.2.1.11 Review NHSC organisational structure	1 day	Sun 16/07/17	Sun 16/07/17
1.2.1.11	1.2.1.12 Interview internal stakeholders and document the voice of leadership	4 days	Mon 16/07/17	Wed 18/07/17
1.2.1.12	1.2.1.13 Digital - digital maturity assessment	5 days	Mon 31/07/17	Sun 06/08/17
1.2.1.13	1.2.1.14 Stakeholder Engagement	4 days	Sun 16/07/17	Wed 19/07/17
1.2.1.14	1.2.1.15 Identify external stakeholders	1 day	Sun 16/07/17	Sun 16/07/17
1.2.1.15	1.2.1.16 Interview external stakeholders	4 days	Sun 16/07/17	Sun 16/07/17
1.2.1.16	1.2.1.17 Document interviews outcome	4 days	Sun 16/07/17	Wed 19/07/17
1.2.1.17	1.2.1.18 International Benchmarking	17 days	Tue 18/07/17	Wed 09/08/17
1.2.1.18	1.2.1.19 Develop and agree benchmarking study framework	2 days	Thu 20/07/17	Sun 30/07/17
1.2.1.19	1.2.1.20 Conduct & complete benchmarking study - Desk research	10 days	Tue 18/07/17	Mon 31/07/17
1.2.1.20	1.2.1.21 Digital - digital services benchmark in the housing services	15 days	Thu 20/07/17	Wed 09/08/17
1.2.1.21	1.2.1.22 Strategy Articulation - Workshop 1	7 days	Tue 01/08/17	Wed 06/08/17
1.2.1.22	1.2.1.23 Prepare for WS1 - Draft Vision, Mission, Values & Objectives	5 days	Tue 01/08/17	Mon 07/08/17

National Housing Services Company – Project Plan Draft

National Housing Services Company – Project Plan Draft

WBS	Task Name	Duration	Start	Finish
1.2.2	Digital - embed the digital objectives in the overall NHSC strategy	5 days	Tue 01/08/17	Mon 07/08/17
1.2.2.1	1.2.2.2 WS1: Strategy Design	1 day	Tue 08/08/17	Tue 08/08/17
1.2.2.2	1.2.2.3 Document WS1 outcome	1 day	Wed 09/08/17	Wed 09/08/17
1.2.3	1.2.3.1 Strategy Articulation - WS2	8 days	Tue 08/08/17	Thu 14/08/17
1.2.3.1	1.2.3.2 Prepare for WS2 - Key & Initiatives	5 days	Tue 08/08/17	Mon 14/08/17
1.2.3.2	1.2.3.3 Digital - incorporate digital related KPIs in the balance scorecard design	3 days	Wed 09/08/17	Sun 13/08/17
1.2.3.3	1.2.3.4 WS2: Strategy Cascade	2 days	Tue 15/08/17	Wed 16/08/17
1.2.3.4	1.2.3.5 Document WS2 outcome	1 day	Thu 17/08/17	Thu 17/08/17
1.2.4	1.2.4.1 Refine the strategy map and KSC	5 days	Sun 20/08/17	Thu 24/08/17
1.2.4.1	1.2.4.2 Refine the strategy map and KSC	1 day	Sun 20/08/17	Sun 20/08/17
1.2.4.2	1.2.4.3 Finalise KPIs targets, setting and ESC	3 days	Mon 21/08/17	Wed 23/08/17
1.2.4.3	1.2.4.4 Digital - Finalise Digital related KPIs	3 days	Mon 21/08/17	Wed 23/08/17
1.2.4.4	1.2.4.5 Develop performance manual	3 days	Mon 21/08/17	Wed 23/08/17
1.2.5	1.2.5.1 Develop initiatives based on agreed framework	4 days	Sun 20/08/17	Wed 23/08/17
1.2.5.1	1.2.5.2 Prioritize initiatives based on agreed framework	3 days	Sun 20/08/17	Wed 23/08/17
1.2.5.2	1.2.5.3 Identify high level risks and mitigation activities	2 days	Sun 20/08/17	Wed 23/08/17
1.2.5.3	1.2.5.4 Develop implementation roadmap	2 days	Sun 20/08/17	Mon 21/08/17
1.2.6	1.2.6.1 Complete strategy report	5 days	Sun 20/08/17	Thu 24/08/17
1.2.6.1	1.2.6.2 Prepare Strategy report draft based on WS1 and WS2	4 days	Sun 20/08/17	Wed 23/08/17
1.2.6.2	1.2.6.3 Digital - final with digital input	3 days	Sun 20/08/17	Wed 23/08/17
1.2.6.3	1.2.6.4 Digital - review the final draft	2 days	Wed 23/08/17	Thu 24/08/17
1.2.6.4	1.2.6.5 Develop Final Strategy report for submission	5 days	Sun 20/08/17	Thu 24/08/17
1.3	WS2: Business Plan Development	100 days	Tue 22/08/17	Tue 13/02/18
1.3.1	1.3.1.1 Understand the key trends underlying the services offered by NHSC	15 days	Tue 22/08/17	Tue 12/09/17
1.3.1.1	1.3.1.2 Digital - understand the Digital global technology trends	5 days	Tue 22/08/17	Mon 28/08/17
1.3.1.2	1.3.1.3 Identify services and critical success factors for the articulated services	15 days	Tue 22/08/17	Tue 12/09/17
1.3.1.3	1.3.1.4 Digital - incorporate digital value based and deliverability based criteria	3 days	Tue 12/09/17	Thu 14/09/17
1.3.5	1.3.5.1 Conduct market research to assess the industry characteristics	70 days	Wed 20/09/17	Tue 28/12/17
1.3.5.1	1.3.5.2 Economic performance data	10 days	Wed 20/09/17	Tue 03/10/17
1.3.5.2	1.3.5.3 Assemble review and analyse existing market data	10 days	Wed 20/09/17	Tue 03/10/17
1.3.5.3	1.3.5.4 Establish a competitor profile for the key services	15 days	Wed 20/09/17	Tue 24/10/17
1.3.5.4	1.3.5.5 Benchmarking to identify external markets	21 days	Thu 05/10/17	Tue 02/11/17
1.3.5.5	1.3.5.6 Digital - Digital input to be provided	15 days	Sun 09/11/17	Tue 22/11/17
1.3.5.6	1.3.5.7 Digital - Evaluate digital innovation opportunities	15 days	Sun 09/11/17	Tue 22/11/17
1.3.5.7	1.3.5.8 Identify and finalise key services	14 days	Sun 09/11/17	Wed 22/11/17
1.3.5.8	1.3.5.9 Establish the CSFs	14 days	Thu 23/11/17	Tue 12/12/17
1.3.5.9	1.3.5.10 Conduct an opportunity analysis to analyse supply & demand	10 days	Wed 13/12/17	Tue 26/12/17
1.3.5.10	1.3.5.11 Digital - Gaps and recommendations for the shortlisted service	3 days	Sun 26/12/17	Tue 28/12/17
1.3.6	1.3.6.1 Co-develop financial projections	15 days	Wed 27/12/17	Tue 16/01/18

2

WBS	Task Name	Duration	Start	Finish
1.3.7	Digital - Identify digital related revenues and costs assumptions	10 days	Wed 27/12/17	Tue 09/01/18
1.3.8	Digital - Identify the digital risks of the business plan	3 days	Wed 10/01/18	Sun 14/01/18
1.4	WBS Financial Modeling	107 days	Tue 08/01/17	Wed 28/02/18
1.4.1	Develop a detailed Financial Model	107 days	Tue 08/01/17	Wed 28/02/18
1.4.1.1	Gather data from NHC	21 days	Tue 03/01/17	Tue 31/01/17
1.4.1.2	Share the draft version of the model	21 days	Wed 27/12/17	Wed 26/01/18
1.4.1.3	Perform full testing of the model	10 days	Tue 25/01/18	Wed 07/02/18
1.4.1.4	Finalisation and handover of the final model	10 days	Tue 08/01/18	Wed 21/02/18
1.4.1.5	Conduct a training for the model users	5 days	Tue 22/02/18	Wed 28/02/18
1.4.2	Business case assessment	21 days	Wed 03/01/17	Wed 29/01/17
1.5	WBS Target Operating Model Design	98 days	Mon 28/09/17	Tue 13/01/18
1.5.1	Operational Design	55 days	Mon 28/09/17	Sun 26/11/17
1.5.1.1	Organizational Design	16 days	Mon 28/09/17	Tue 26/09/17
1.5.1.1.1	Review strategy implications on structure	2 days	Mon 28/09/17	Wed 06/09/17
1.5.1.1.2	Review current structures	2 days	Tue 07/09/17	Sun 10/09/17
1.5.1.1.3	Outline design principles	1 day	Mon 12/09/17	Mon 11/09/17
1.5.1.1.4	Digital - identify and design target digital related capabilities	3 days	Tue 12/09/17	Tue 14/09/17
1.5.1.1.5	Define value chain	1 day	Tue 12/09/17	Tue 12/09/17
1.5.1.1.6	Develop functional structure options	2 days	Wed 13/09/17	Tue 14/09/17
1.5.1.1.7	Conduct workshops to finalise preferred option	1 day	Sun 17/09/17	Sun 17/09/17
1.5.1.1.8	Detail preferred options (intermediate and long term)	1 day	Mon 18/09/17	Mon 18/09/17
1.5.1.1.9	Detail functional structure	2 days	Tue 19/09/17	Wed 20/09/17
1.5.1.1.10	Develop positional structure	2 days	Thu 21/09/17	Sun 24/09/17
1.5.1.2	Competencies Dictionary	23 days	Mon 25/09/17	Tue 26/09/17
1.5.1.2.1	Conduct data collection and benchmarking	5 days	Thu 14/09/17	Mon 16/10/17
1.5.1.2.2	Develop non-technical competencies	3 days	Thu 14/09/17	Thu 21/09/17
1.5.1.2.3	Develop technical competencies	5 days	Tue 21/09/17	Mon 25/09/17
1.5.1.2.4	Digital - identify and design target digital related competencies	3 days	Tue 26/09/17	Mon 02/10/17
1.5.1.2.5	Finalize with stakeholders	5 days	Tue 03/10/17	Mon 09/10/17
1.5.1.2.6	Develop consolidated dictionary and profiles	5 days	Tue 10/10/17	Mon 16/10/17
1.5.1.3	Job Descriptions	28 days	Wed 27/09/17	Sun 05/11/17
1.5.1.3.1	Conduct data collection and benchmarking	5 days	Wed 27/09/17	Sun 05/11/17
1.5.1.3.2	Develop JD template and conduct job analysis discussions	5 days	Wed 04/10/17	Tue 10/10/17
1.5.1.3.3	Develop JDs	10 days	Wed 17/10/17	Tue 24/10/17
1.5.1.3.4	Digital - identify and design target digital related JDs	3 days	Mon 16/10/17	Wed 18/10/17
1.5.1.3.5	Review with stakeholders	5 days	Wed 25/10/17	Tue 31/10/17
1.5.1.3.6	Finalize JDs based on feedback	3 days	Wed 02/11/17	Sun 05/11/17
1.5.1.4	Grading Scale and Salary Structure	14 days	Tue 31/10/17	Sun 05/11/17
1.5.1.4.1	Establish Job Evaluation Committee (JEC)	1 day	Tue 31/10/17	Wed 01/11/17
1.5.1.4.2	Train JEC and undertake benchmark coefficient evaluation	1 day	Wed 01/11/17	Wed 01/11/17
1.5.1.4.3	Conduct evaluation of remaining jobs	5 days	Mon 06/11/17	Sun 12/11/17
1.5.1.4.4	Present JEC report for review and finalisation	1 day	Mon 13/11/17	Tue 14/11/17
1.5.1.4.5	Design grading structure options	1 day	Tue 14/11/17	Tue 14/11/17
1.5.1.4.6	Understate compensation data collection and analysis	5 days	Mon 06/11/17	Sun 12/11/17
1.5.1.4.7	Define the compensation elements and their definitions	3 days	Mon 13/11/17	Wed 15/11/17

WBS	Task Name	Duration	Start	Finish
1.5.1.4.8	Develop the proposed compensation structure	2 days	Thu 16/11/17	Sun 19/11/17
1.5.1.5	Manpower Plan	22 days	Tue 12/01/17	Wed 15/01/17
1.5.1.5.1	Identify process workflow drives and workflow measures	10 days	Tue 12/01/17	Mon 30/01/17
1.5.1.5.2	Conduct time motion study for key activities	5 days	Tue 12/01/17	Mon 30/01/17
1.5.1.5.3	Develop manning norms	2 days	Tue 02/11/17	Mon 06/11/17
1.5.1.5.4	Determine impact on manpower numbers	1 day	Thu 08/11/17	Wed 08/11/17
1.5.1.5.5	Recommend optimal manpower numbers	1 day	Sun 12/11/17	Sun 12/11/17
1.5.1.5.6	Digital - digital manpower planning	2 days	Mon 09/11/17	Sun 12/11/17
1.5.1.5.7	Complete manpower plan	3 days	Mon 13/11/17	Wed 15/11/17
1.5.1.6	Departmental KPIs	7 days	Thu 16/11/17	Sun 20/11/17
1.5.1.6.1	Identify KPIs based on process model and EV database	3 days	Thu 16/11/17	Mon 20/11/17
1.5.1.6.2	Digital - digital departmental KPIs input	2 days	Tue 21/11/17	Wed 22/11/17
1.5.1.6.3	Discuss and finalise with process owners	3 days	Tue 21/11/17	Thu 23/11/17
1.5.1.6.4	Detail KPIs covering data sources and measurement method	2 days	Thu 23/11/17	Sun 26/11/17
1.5.2	Operations Framework	45 days	Mon 06/11/17	Sun 07/01/18
1.5.2.1	Assess process architecture	7 days	Mon 06/11/17	Tue 14/11/17
1.5.2.1.1	Identify and confirm the final list of applicable processes	1 day	Mon 06/11/17	Mon 06/11/17
1.5.2.1.2	Refer to applicable laws and regulations	1 day	Tue 07/11/17	Tue 07/11/17
1.5.2.1.3	Understand the available IT solutions and processes	1 day	Wed 08/11/17	Wed 08/11/17
1.5.2.1.4	Identify similar processes	1 day	Thu 09/11/17	Thu 09/11/17
1.5.2.1.5	Perform process understanding with concerned personnel	3 days	Sun 12/11/17	Tue 14/11/17
1.5.2.2	Develop the SBU/Department Policies and Procedures Manual	29 days	Wed 15/11/17	Mon 26/12/17
1.5.2.2.1	Draft policies and procedures	15 days	Wed 15/11/17	Tue 05/12/17
1.5.2.2.2	Draft process maps	8 days	Wed 06/12/17	Sun 17/12/17
1.5.2.2.3	Perform internal reviews	2 days	Mon 18/12/17	Tue 19/12/17
1.5.2.2.4	Enhance the policies, procedures and process maps	2 days	Wed 20/12/17	Tue 21/12/17
1.5.2.2.5	Finalise policies, procedures and process maps	2 days	Sun 24/12/17	Mon 25/12/17
1.5.2.3	Develop the RCM and KPIs	9 days	Tue 26/12/17	Sun 07/01/18
1.5.2.3.1	Identify the process inherent risks	2 days	Tue 26/12/17	Wed 27/12/17
1.5.2.3.2	Map the process controls	2 days	Tue 26/12/17	Sun 31/12/17
1.5.2.3.3	Develop mitigating controls	2 days	Mon 01/01/18	Tue 02/01/18
1.5.2.3.4	Identify the Key Performance Indicators	2 days	Wed 03/01/18	Thu 04/01/18
1.5.2.3.5	Establish linkage of Process-level KPIs to Strategic KPIs	1 day	Wed 03/01/18	Wed 03/01/18
1.5.2.3.6	Complete the Risk and Control Matrix	2 days	Thu 04/01/18	Sun 07/01/18
1.5.3	Governance Framework	84 days	Mon 26/09/17	Tue 26/01/18
1.5.3.1	Develop Governance Framework	11 days	Mon 26/09/17	Mon 09/10/17
1.5.3.1.1	Current state assessment of Governance Framework	2 days	Mon 26/09/17	Tue 26/09/17
1.5.3.1.2	Benchmark leading Practices of Governance Frameworks	2 days	Wed 27/09/17	Thu 28/09/17
1.5.3.1.3	Identify applicable laws and regulations as relevant operating mode and organization structure requirements	1 day	Sun 02/10/17	Sun 02/10/17
1.5.3.1.4	Digital - design an overall governance model for Digital Investments for existing and new services	3 days	Mon 02/10/17	Wed 04/10/17
1.5.3.1.5	Develop the governance framework structure for NHCSC	1 day	Mon 02/10/17	Mon 02/10/17
1.5.3.1.6	Develop governance manual	3 days	Tue 03/10/17	Tue 05/10/17
1.5.3.1.7	Define and develop concrete authorities & responsibilities	2 days	Sun 08/10/17	Mon 09/10/17

National Housing Services Company – Project Plan Draft



3. Ministry of Defence

Material Type(s)

	Written articles in refereed and non-refereed journals.		Corporate/strategic plans.
	Authored books and book chapters.		Leadership development programs.
	Composed electronic web documents.		Submissions to government.
	Addresses at meetings (e.g., to Conferences, Board meetings, shareholders meetings).	3.2	Professional development workshops
	Public lectures.		Leadership reports.
	Presentations as a guest speaker in professional societies or community organisation meetings.		Leadership evaluations.
	Articles in newsletters and magazines.		Annual reports indicating contributions of the DBL participant
	Performance agreements and management plans.	3.3	Research reports
3.1	Corporate policy documents.		Other

Material Overall Brief

The material(s) presented herein are a redacted sample of the unclassified work of the leader in the Ministry of Defence from June 2015 till August 2019 as an employee in the role of an Advisor to the Chief of Staff.

Other documents, detailing other deliverables and the work completed/ongoing during the employment cannot be shared, even for academic purposes, due to sensitivity of the nature of included information and disclosure restrictions.

The material(s) included are briefed hereunder:

3.1

Enterprise Risk Management Policy for the Transformation Program [Redacted] was developed by the researcher in response to the request by the executive leadership to help leaders manage the portfolio and program level risks associated with the transformation.

3.2

Enhancing Employee Experience Workshop [Redacted] was conducted by the researcher in response to the request by the executive leadership to help Directorates under Shared Services providing services to the Armed Forces and Executive Affairs to improve on employee experience, subsequent to which a Voice of the Enterprise program was launched. The presentation was prepared by the researcher and a number of internal workshops were delivered to the likes of Human Resources, Information Technology etc...

3.3

Research Report on Employee Attrition [Redacted] was prepared by the researcher to help the executive leadership understand the attrition happening in the organization and ways to convert it to attraction.

I. Enterprise Risk Management Policy [Redacted]

DOCUMENT CONTROL

Section A: Version Control	
Title	Enterprise Risk Management Policy
Document Number (Level)	MoD-EA/ERM/Policy/01
Connected document Number	MoD-EA/ERM/Policy/Policy/Framework/01
Prepared By	COES Office Advisor, MoD-EA
Reviewed By	
Approved By	
Date of issue	MM/DD/YYYY
Date of next revision	MM/DD/YYYY

Section B: Amendment Records		
Date	Changes made (including chapter, section and para number)	Approval (Name, Designation and Sign)
09-Feb-2022	Preliminary Draft Composition	Omair Mustafa Advisor, COES (Author)

Enterprise Risk Management (ERM) Policy
(Draft for Review)

UNCLASSIFIED

ABBREVIATIONS

ANSI	American National Standards Institute
AS	Australian Standard
BS	British Standard
CDSS	Chief of Executive Staff
COSO	Committee of Sponsoring Organizations of the Treadway Commission
ERM	Enterprise Risk Management
ISO	International Organization for Standardization
KPI	Key Performance Indicator
KRI	Key Risk Indicators
MOD-EA	Ministry of Defense – Executive Affairs
NZS	New Zealand Standard
PMI	Project Management Institute
SO	Strategic Objectives

Contents

DOCUMENT CONTROL	1
ABBREVIATIONS	2
CHAPTER 1: Risk Management Policy	5
1.1 Purpose of the policy	5
1.2 Policy Statement	5
1.3 Objectives of the policy	5
1.4 Scope and Extent of Application	6
1.5 Policy Detail	6
CHAPTER 2: Principles of Risk Management	8
CHAPTER 3: MoD-EA's Approach to Managing Risk	10
3.1 Risk management as part of the organisation's culture	10
3.2 Visible focus on managing strategic risk emergence and uncertainty	10
3.3 Full accountability for managing and reporting significant risks at all levels of the organisation (strategic, operations, projects etc.)	10
CHAPTER 4: Risk Management Framework	12
CHAPTER 5: Risk Management Procedure	13
CHAPTER 6: Risk Management Governance Structure	14
CHAPTER 7: Key Roles and Responsibilities	15
CHAPTER 8: Operation of Risk Management Policy	17
6.1 Approval of the policy	17
6.2 Review of the policy	17
6.3 Maintenance of Risk Registers	17
6.4 Maintenance of Records	17
6.4 Policy Feedback	17
ANNEXURES	18
Annexure 1: Glossary of related terms	18

CHAPTER 1: Risk Management Policy

1.1 Purpose of the policy

- The policy forms part of MoD-EA's Internal control & Governance arrangements.
- The policy explains MoD-EA's approach to risk management, and documents the roles & responsibilities of the Defense Board / Committees / Director – Enterprise Risk Management / Risk owners / Employees etc.
- It also outlines the key aspects of the risk management process & identifies the reporting procedures.
- This policy shall operate in conjunction with other business, operating, administrative and management practices.

1.2 Policy Statement

MoD-EA is committed to develop an integrated Enterprise Risk Management Framework:

- To achieve its Strategic Objectives (SOs) while ensuring appropriate management of risks.

- To ensure protection of stakeholders' value.
- To provide clear & strong basis for informed decision making at all levels of MoD-EA.
- To strive towards strengthening the Risk Management System through continuous learning & improvement.

Every employee of MoD-EA is recognized as having a specific role in risk management from identification of risk to treatment of such risk and shall be encouraged to participate in the process.

Reporting to Governance, Regulatory and Privacy Committee there will be an Enterprise Level Risk Steering Committee within MoD-EA to determine key risks, communicate policy, objectives, procedures, and guidelines (as and when required) and to direct and monitor implementation, practice, and performance throughout the organization.

The Audit Committee and the Defense Board will review the policy and procedures periodically.

1.3 Objectives of the policy

The prime objective of this Risk Management Policy is to ensure sustainable strategic success with stability and establish a structured and intelligent approach to Risk Management at MoD-EA. This would include the process for development and periodic review of the department/function-wise risk registers and databasis in order to guide decisions on enterprise risk (strategic, operational, project etc.). This would promote a proactive approach in analysis, reporting and mitigation of key risks associated with the enterprise in order to ensure a sustainable growth.

The specific objectives of the Risk Management Policy are:

This page is intentionally left blank.

1. To establish a risk management framework for MoD-EA.
2. To establish ownership throughout MoD-EA and embed risk management as an integral part of the organisation rather than a stand-alone system.
3. To help the decision makers of MoD-EA to explicitly take account of uncertainty, the nature of that uncertainty, and work towards a solution to address it.
4. To ensure that all the current and expected risk exposures of MoD-EA are identified, qualitatively and quantitatively evaluated, analysed, and appropriately managed.
5. To enable compliance with the relevant legal and regulatory requirements and international norms.
6. To assure demonstrable achievement of objectives and improvement of financial stability/sustainability and spending efficiency of the organization.

1.2 Scope and Extent of Application

The policy guidelines are devised in the context of the present enterprise profile of MoD-EA, future growth objectives and new strategic endeavours/services that may be necessary to achieve the goals. The guidelines are informed by emerging global standards and best practices amongst comparable organizations.

The **Scope of the Policy** shall cover:

- All functions and departments of MoD-EA across all offices and locations (local and international¹).
- All operations of MoD-EA within and outside of the Kingdom of Saudi Arabia (KSA).
- All operational facilities.
- All the events within and outside of MoD-EA, which have a bearing on its strategy.
- All the services offered by MoD-EA whether to the government and/or private sector entities/individuals.

1.3 Policy Detail

Consistent with the international standard ISO 31000, MoD-EA is committed to maintaining and continuously improving an enterprise-wide system that manages risks to protect itself, its employees and others from situations or events that would prevent the achievement of its strategic objectives.

MoD-EA will reduce its exposure to risk and optimise its opportunities by continuing to adopt a systematic and transparent approach to identification, analysis, evaluation, and management of risks.

MoD-EA will create risk information and knowledge that is concise, accurate, timely and complete, with clearly defined assumptions and limitations that support informed discussion on risks and opportunities across all its functions, so that risks are clearly articulated, mitigated, monitored, and reviewed.

MoD-EA will promote within organisational unit's consideration of risk in modifying behaviours or actions in the context of local needs and in consideration of the opportunities that might arise from different behaviours or actions being taken.

In MoD-EA, risk management will be a consideration in all initiatives and all strategic proposals.

¹ As and when established under the Royal Saudi Embassies and Missions abroad

CHAPTER 2: Principles of Risk Management

The principles are identified in the ISO 31000 (ANSI/BS/AS/NZS) standard which underpins effective risk management. The table below provides a synopsis of what the principles mean for MoD EA.

ISO 31000: Principles of Risk Management		How these principles apply to MoD EA
Risk management creates and protects value		Risk management contributes to MoD EA pursuing its primary objective of defending the strategic interests of KSA by the application of best practice in governance, human resource and asset management and the identification of opportunities to improve the value of MoD EA services and operations.
Risk management is an integral part of all organisational processes		MoD EA incorporates risk management into strategy planning and business processes across all levels of the organisation and ensures consideration is given to financial, social, cultural, economic, political and environment factors, etc.
Risk management is part of decision making		Decisions made in MoD EA by individuals, teams, units, divisions, departments, directorates, and agencies through to the Executive Leadership Team have regard to risk, information and knowledge that is accurate, timely and complete.
Risk management explicitly addresses uncertainty		The recording and reporting of risks within MoD EA is clear and concise and is responsive to organisational change.
Risk management is systematic, structured and timely		The risk management process exists within the MoD EA Governance Framework with a reporting structure that reflects corporate needs and local circumstances.
Risk management is based on the best available information		MoD EA has rich data sources that are fostered by open but secure channels of communication, allowing the highest level of information to be conveyed effectively to stakeholders.
Risk management is tailored		The whole of MoD EA, its departments/functions work with risk management procedures that are tailored to meet their specific needs.
Risk management takes human and cultural factors into account		Consultation on the development and implementation of risk management ensures policies, frameworks and practices

Page 8 of 20

ISO 31000: Principles of Risk Management		How these principles apply to MoD EA
		In MoD EA reflect the diversity of activities of the organisation, its staff and its allies and partners.
Risk management is transparent and inclusive		Risk management in MoD EA involves the engagement of internal and external stakeholders through respectful acknowledgement of their contribution to the communication and consultation and monitoring and reviewing processes.
Risk management is dynamic, iterative and responsive to change		Risk management in MoD EA responds to the changing needs of the organisation, its staff, and its stakeholders by continually self-assessing, monitoring, and reviewing business processes against MoD EA's Strategic Plan. Education and training within MoD EA are tailored to the needs of Agencies, Directorates, Departments and Functions.
Risk management facilitates continual improvement of the organisation		In MoD EA the identification and application of controls and treatments as a result of robust risk assessments, including refinement, leads to improved business practices and increased maturity of the risk management process.

Page 9 of 20

CHAPTER 3: MoD-EA's Approach to Managing Risk

MoD-EA is committed to maintaining and continuously improving an enterprise-wide system that manages risks at both strategic and operational levels. This system is designed to complement the strategic plan and promotes:

- 3.1 Risk management as part of the organisation's culture.
 - A culture that is not risk averse but is prepared to manage risks within an appetite that is set and reviewed by the Executive Leadership Team.
 - A culture of enquiry, learning, reflection and trust to anticipate and objectively assess risks and opportunities associated with managing directions, services, processes, competencies, values and behaviours.
 - A culture with channels of communication that are open, ethical, and improve connectivity across the Agencies, Directorates, Departments and Functions.
 - A culture which continually adds value to governance structure and strategic outcomes.
 - A culture which commits to a robust strategy planning and reporting cycle which is inclusive of risk management principles.

- 3.2 Visible focus on managing strategic risk emergence and uncertainty
 - Demonstrated by exercising risk leadership by example and communicating the risk culture.
 - Modelling behaviours based on principles outlined in this framework.
 - Overseeing and understanding the interdependence of risks.
 - Ensuring competencies by supporting professional development and risk management education and training.
 - Aligning resources with managing risks and opportunities.

- 3.3 Full accountability for managing and reporting significant risks at all levels of the organisation (strategic, operational, project etc.)
 - Managing the uncertainty associated with strategic risks.
 - Creating predictability and operational reliability.
 - Implementing cost effective treatments to reduce risks and exploit opportunities.
 - Ensuring risk management is considered in all new projects, initiatives, cases and cabinet submissions.
 - Risk information and knowledge that is accurate, timely and complete to be integrated into an effective decision-making process.

Page 10 of 20

3.4 Recording and Reporting of Risks

MoD-EA uses an electronic tool (MoD-EA Risk Register) to record and maintain its risks, controls, and treatments. It is a requirement for all departments/functions within the organization to have their risks, recorded on the register. Reporting of risks, controls and treatments occurs on a quarterly basis. These reports are subject to a quality review process that ensures there is a consistent approach and language used across the department.

The results are then reported to the COES and members of the Executive Committee and Audit Committee. The Director – Enterprise Risks is the administrator of the register and also assists the Department/Functional Risk Owner in maximising use of the electronic risk register to record and report the information.

3.5 Risk control management

- Designing methods and procedures as controls to manage risks.
- Reduces the likelihood of potential problems occurring and limits the impact if they do.
- Monitors and reviews the effectiveness of controls.

3.6 Limitations of risk management

In acknowledging the limitations of risk management in isolation, MoD-EA will be better prepared to embed risk management in everything we do. To demonstrate this, the ISO 31000 principles have been aligned to the organization's approach and then further aligned, integrated with other management frameworks operating or being institutionalized in MoD-EA.

Page 11 of 20

CHAPTER 4: Risk Management Framework

The risk management framework adopted by MoD-EA is mapped as per the ISO Standard 31000: 2018 (E) Risk Management Guidelines and Project Risk Management Standard published by Project Management Institute (PMI) and is in-line with the latest recommendations of The Committee of Sponsoring Organizations of the Treadway Commission ("COSO") published in the document Enterprise Risk Management – Integrating with Strategy and Performance 2017.

For detailed description of the Risk Management Framework, please refer to the document "MoD-EA/ERM/Policy/Framework/01".

CHAPTER 5: Risk Management Procedure

The risk management process adopted by MoD-EA, has been tailored to the business processes of the organization. Broadly categorizing, the process consists of the following stages/steps:

- Establishing the Context.
- Risk Assessment (identification, analysis, and evaluation).
- Risk Treatment (mitigation plan).
- Monitoring, review and reporting.
- Communication and consultation.

Please refer to **Figure 1** below for the workflow of the risk management process.

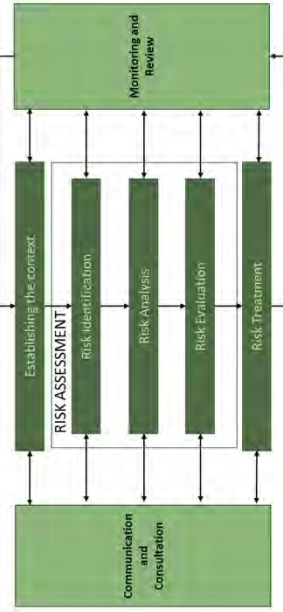


Figure 1: Risk Management Process (ISO 31000)

For detailed description of the Risk Management Procedure, please refer the document "MoD-EA/ERM/Policy/Framework/01".

CHAPTER 6: Risk Management Governance Structure

The accountability of Enterprise Risk Management falls within the Terms of Reference of the Executive Committee, Audit Committee and the Governance Regulatory and Privacy Committees.

For detailed roles of within the Risk Governance Structure and the MoD-EA Organization, please refer to the document "MoD-EA/ERM/Policy/Policy/Framework/01".

Page 14 of 20

CHAPTER 7: Key Roles and Responsibilities

1. Executive Committee

The Executive Committee, through the Governance, Regulatory and Privacy Committee shall oversee the establishment and implementation of an adequate system of risk management across the organization. The Executive Committee amongst other responsibilities, shall:

- Establish and oversee a framework for the identification, management and review of risks, including agreeing the risk capacity and tolerance.
- Oversee and monitor principal risks of the MoD-EA's strategy and ensure the implementation of appropriate systems and internal controls to manage these risks.
- Contribute to the review and evaluation of strategic risks and receive regular reports on emerging risks.

2. Audit Committee

The Audit Committee would review the risk assessment & minimization procedures across the organization.

3. Chief of Executive Staff

The Chief of Executive Staff (COES) is accountable to the board for the development and implementation of the risk management framework specific to the organization's strategy and context.

4. Governance, Regulatory and Privacy Committee

The Governance, Regulatory and Privacy Committee shall consist of key functional heads (Director General/Director Level) at the Agencies and one of the functional Agency's head or Deputy Minister as chairman of the committee. The Director - Enterprise Risk will be the coordinator.

The Governance, Regulatory and Privacy Committee seeks to identify the key strategy risks which would prevent the organization from achieving its objectives and ensures that appropriate controls are in place to manage these risks. The Executive Committee amongst other responsibilities, shall:

- Monitor the process of review and evaluation of strategic risks and emerging risks and report key findings to the MoD-EA COES.
- On annual basis the Committee shall conduct an annual review of the effectiveness of MoD-EA internal control procedures.

Page 15 of 20

- Ensure the Commission's compliance with good enterprise risk governance and management practices/ requirements relating to corporate governance, risk management and compliance.
- Continually monitor best practices, trends and issues relating to corporate governance, risk management and make agreed recommendations to the MoD EA COES for improvement.

5. Director - Enterprise Risk

The Director - Enterprise Risk plays a pivotal role in the oversight and execution of a MoD-EA's risk management function. Working closely with the COES, Committees and the Defense Board, the Director - Enterprise Risk is responsible for developing and implementing risk assessment policies, monitoring/reporting strategies, and implementing risk management capabilities.

6. Department/Functional Risk Owner

Department/Functional Risk owners will assess the risk by determining its probability of occurrence and its impact with an objective of reporting key risks.

7. Internal Audit Function

Key responsibilities of Internal Audit Function related to risk management shall include:

- Implement a risk-based approach to planning and executing the internal audit process.
- Internal audit resources to be directed at those areas which are key and/or significant as brought out periodically through the risk management process.

For detailed description of the Roles and Responsibilities defined above, please refer to the document "MoD-EA/ERM/Policy/Framework/01."

CHAPTER 8: Operation of Risk Management Policy

8.1 Approval of the policy

The MoD-EA's Defense Board shall be the approving authority for the organization's overall Risk Management Policy. The Executive Committee shall monitor the compliance of the Risk Management Policy and any amendments there to from time to time.

8.2 Review of the policy

The risk management policy shall be reviewed mandatorily in every three years based on the changes in the strategy environment / regulations/standards/best practices in the industry. However, in case of exigency, an earlier review may also be scheduled based on the MoD-EA Board's discretion.

8.3 Maintenance of Risk Registers

A centralized Risk register shall be maintained by the Director - Enterprise Risk and shall be reviewed and updated as per the risk policy guidelines.

8.4 Maintenance of Records

With a view to progressively make MoD-EA "a paperless office" departments shall practice the concept of E-Filing. All documents, forms, process input / output, registers and technical information etc, associated with this policy, shall be E-filed to the extent feasible. Similarly, with a view to preserve valuable and historic data, records, and documents etc departments shall make use of E-archiving facility within MoD-EA's Document Management System to the extent feasible.

8.6 Policy Feedback

MoD-EA employees, outsourced staff and contractors may provide feedback about this document by emailing their feedback, comments, and suggestions to the Director - Enterprise Risk.

	ANNEXURES	
	Annexure 1. Glossary of related terms	
	Risk Risks are events or conditions that may occur, and whose occurrence, if it does take place, has a harmful or negative impact on the achievement of I MoD-EA's strategy objectives. The exposure to the consequences of uncertainty constitutes a risk.	Risk Database The risks have been classified based on the Business Units and Functions. Repository of all risks facing MoD-EA categorized as High, Medium, or Low based on the impact and likelihood ratings.
	Primary Risk It is an uncertain event or condition that, if it occurs, has a positive or a negative effect on the MoD-EA's organizational objectives.	Risk Appetite It is the amount of risk MoD-EA is willing to accept or retain to achieve its objectives.
	Secondary (Residual) Risk A risk that arises as a direct result of implementing a risk response.	Risk Tolerance It is the specific level of risk taking that is acceptable in order to achieve a specific objective or manage a category of risk.
	Enterprise Risk Management Enterprise Risk management process can be defined as the identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities for the MoD-EA organization as a whole.	Risk Threshold A measure of the level of risk response above which action must be taken to address risks proactively, and below which risks may be accepted.
	Strategy/Project Risk Management It includes the processes concerned with conducting risk management planning, identification, analysis, responses, and monitoring and control on a project. The purpose of the Strategy/Project Risk Management is to increase the probability and impact of positive events and decrease the probability and impact of events adverse to strategy/project objectives and operations.	Risk Category A group of potential causes of risk. Risk causes may be grouped into categories such as technical, external, political, social, cultural, economic, organizational, technological, legal or environmental. A category may include sub-categories.
	Risk Register A prioritized risk register highlighting the key risks for the MoD-EA organization. The risk register details all identified risks, including description, category, cause, probability of occurring, impact(s) of objectives, proposed responses, owners and current status.	Risk Breakdown Structures A hierarchically organized depiction of the identified project risks arranged by risk category and sub-category that identifies the various areas and causes of potential risks.
		Trigger Events Events or conditions that could lead to the risk
		Impact The degree of consequences to the organization should the event occur.
		Page 19 of 20

Likelihood

The likelihood of the event occurring expressed as an indicative annual frequency.

Consequence

Potential resulting events that could be affected by the key group risk.

Risk Source

Element which alone or in combination has the intrinsic potential to give rise to risk.

Risk Rating

The relative rating determined from the risk score derived from qualitative analysis of impact and likelihood. Categorized as High, Medium, or Low.

Response Strategy

A high-level approach to address an individual risks or overall project risk, broken down into a set of risk actions.

Risk Owner

The person responsible for ensuring that an appropriate response strategy is selected and implemented, and for determining suitable risk actions to implement the chosen strategy, with each risk actions assigned to a single risk action owner.

Key Performance/Risk Indicator

Metrics or measures used to monitor changes in strategy performance in relation to specific strategy objectives and risks.

II. Enhancing Employee Experience Workshop [Redacted]

Employee Experience

Can we win the new war for talent?

MoD won't if we think it's about money or titles or job security. The post-pandemic era in the Kingdom of Saudi Arabia is quickly becoming defined by employee experience: how our organization shapes the way people work and live—from productivity to flexibility, wellbeing, health, and everything in between.

UNCLASSIFIED

Pandemic Response Practices That Mattered



UNCLASSIFIED

The Reason EX Excellence is Important

Good practices around employee experience (EX) can drive significant impact for business, people, and innovation in your organization. Companies, leveraging the right EX Strategies are:



UNCLASSIFIED

EX Spans All Business Functions and Issues



UNCLASSIFIED

Top 6 Research Findings

- 1 Employee experience is incredibly complex, multifaceted, and multilayered, but these top findings from the review of various reports can help reduce the noise and present the messages for EX excellence in the MoD.
- 2 Focus on trust, transparency, inclusion, and care.
- 3 Innovation and sustainable growth opportunities are vital to a great EX.
- 4 Consistent, mission-first people investments in any business climate improve business performance.
- 5 EX excellence directly leads to business outcomes.
- 6 HR capabilities and the right technologies are vital to a great EX.

75 Excerpt

UNCLASSIFIED

The Irresistible Organization: A Framework for EX



UNCLASSIFIED

Evolution of EX Design



UNCLASSIFIED

Maturity Model



Research has identified four levels of EX maturity. According to internal analysis, only 20% of companies are currently at Level 4 globally.

28-Dec-21

UNCLASSIFIED

10

Moving Up the Maturity Curve



Business, people, and innovation outcomes all improve as organizations mature. There is a lot of value in setting up, defining, measuring and moving up the maturity curve for MoD.

Percentage of organizations that accomplish excellence at each level. Highlight indicates the largest increase from level to level.

28-Dec-21

UNCLASSIFIED

10

Importance of Technology / Digital

Without the right technologies, companies can't get insights into employee sentiment, provide personalized and relevant experiences and development opportunities, or support employees at scale.



28-Dec-21

UNCLASSIFIED

11

What Business and HR Leaders Need to Know



28-Dec-21

UNCLASSIFIED

12

Working Solutions

Employee experience is complex and the speed with which it has emerged as a priority for business leaders and organizations has sown uncertainty.

Six Keys:

1. Focus on trust, transparency, inclusion and care.
2. Build a supportive culture
3. Innovation and sustainable growth dependant on equitable rewards and building communities
4. Consistent, Mission First People Investments
5. Linking business outcomes with EX
6. Building HR capabilities and adopting the right technology for EX

UNCLASSIFIED

Top 10 EX Dimensions by Outcomes

Business Outcomes	People Outcomes	Innovation Outcomes	Relative Impact
1 Transparency, integrity, integrity	1 Transparency, integrity, integrity	1 Transparency, integrity, integrity	Very High
2 Mission and purpose	2 Mission and purpose	2 Mission and purpose	High
3 Social, environmental, diversity, belonging, work community	3 Diversity, belonging, work community	3 Open, balanced job and time mobility	Medium
4 Continuous investment in people	4 Continuous investment in people	4 Continuous investment in people	Medium
5 Safety and security	5 Social, environmental, community	5 Culture of support learning	Medium
6 Recognition, recognition, rewards	6 Recognition, recognition, rewards	6 Apply learn and supportive co-workers	Medium
7 Personal issues, health, wellbeing	7 Career growth in every path	7 Career growth in every path	Medium
8 Management development	8 Open, balanced job and time mobility	8 Social, environmental, community	Medium
9 Diversity, belonging, work community	9 Psychological and emotional wellbeing and support	9 Diversity, belonging, work community	Medium
10 Apply learn and supportive co-workers	10 Management	10 Work processes and systems to get work done	Moderate

UNCLASSIFIED

Fifteen Essential Practices for EX

Practice	Dimension	Element	Relative Impact
1 Foster a culture of integrity, empathy, integrity	Transparency, empathy, integrity	Trust in the Organization	Very High
2 Embed mission and purpose as part of every activity	Mission and purpose beyond financials	Trust in the Organization	High
3 Prepare trust in leaders to be earned and operate with agility	Transparency, integrity, integrity	Trust in the Organization	Medium
4 Clearly communicate the mission and vision	Mission and purpose beyond financials	Trust in the Organization	Medium
5 Enable open, transparent, and honest leadership communication	Transparency, empathy, integrity	Trust in the Organization	Medium
6 Use fair and equitable rewards and recognition programs	Acknowledgment, recognition, rewards	Positive Workplace	Medium
7 Prioritize investment in people when business is not good	Continuous investment in people	Trust in the Organization	Medium
8 Stand up for what's right, even if it's not popular	Focus on society and environment	Trust in the Organization	Moderate

UNCLASSIFIED

Fifteen Essential Practices for EX (cont'd)

9 Stand up for what's right, even if it's not popular	Focus on society and environment	Trust in the Organization	High
10 Encourage people to continuously develop regardless of role	Career growth in multiple paths	Growth Opportunities	Medium
11 Support communities at work and a sense of belonging	Inclusion, diversity, belonging	Positive Workplace	Medium
12 Managers help people see their contribution to the mission	Mission and purpose beyond financials	Trust in the Organization	Medium
13 Operate under a people-first approach	Continuous investment in people	Trust in the Organization	Medium
14 See diversity, equity, and inclusion as a business priority	Continuous investment in people	Trust in the Organization	Medium
15 Use a clear, value-based management philosophy and model	A focus on management development	Strong Management	Medium
16 Encourage employees to bring their authentic selves to work	Inclusion, diversity, belonging	Positive Workplace	Moderate

UNCLASSIFIED

Changing the Mindset



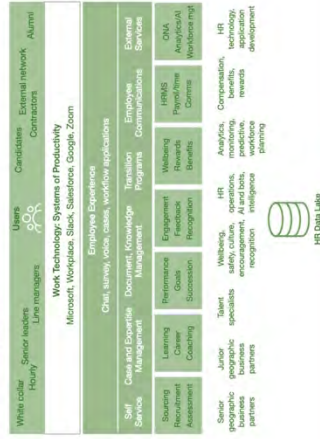
25-Dec-21

UNCLASSIFIED

17

The Technology Aspect (cont'd)

EX Technology by Layer



25-Dec-21

UNCLASSIFIED

18

The Technology Aspect

EX Technologies by Layer



25-Dec-21

UNCLASSIFIED

19

The Technology Aspect - Services



25-Dec-21

UNCLASSIFIED

20

UNCLASSIFIED

III. Research Report on Employee Attrition [Redacted]

EMPLOYEE ATTRITION OR ATTRACTION? (DRAFT FOR REVIEW)

15-Jun-22

UNCLASSIFIED

A record number of employees are quitting or thinking about doing so. If we take the time to learn why—and act thoughtfully—will have an edge in attracting and retaining talent.

If the past 18 months have taught us anything, it's that employees crave investment in the human aspects of work. Employees are tired, and many are grieving. They want a renewed and revised sense of purpose in their work. They want social and interpersonal connections with their colleagues and managers. They want to feel a sense of shared identity.

Yes, they want pay, benefits, and perks, but more than that they want to feel valued by their departments and managers. They want meaningful—though not necessarily in-person—interactions, not just transactions.

15-Jun-22

UNCLASSIFIED - DRAFT FOR REVIEW

Employee Attrition – Current Status



Executives who think that employee attrition is easing—or is limited to particular industries—are misguided.

Forty percent of the employees in a survey said they are at least somewhat likely to quit in the next three to six months. Eighteen percent of the respondents said their intentions range from likely to almost certain.

These findings held across the countries surveyed and were broadly consistent across industries.

15-Jun-22

Graph Source: McKinsey & Company

UNCLASSIFIED - DRAFT FOR REVIEW

Short Term Outlook



Furthermore, these trends may persist. Fifty-three percent of the employers said that they are experiencing greater voluntary turnover than they had in previous years, and 64 percent expect the problem to continue—or worsen—over the next six months.

15-Jun-22

Graph Source: McKinsey & Company

UNCLASSIFIED - DRAFT FOR REVIEW

What About The Satisfied Employees?

We may be tempted to take solace in the fact that 60 percent of the employees in the survey said they were not at all likely to quit in the next three to six months.

But we shouldn't consider this 60 percent "safe" from the prospect of attrition either. Options are increasing, and with more and more employers offering remote-work choices for hard-to-source talent, these employees could change their intentions.

UNCLASSIFIED - DRAFT FOR REVIEW

Graph Source: McKinsey & Company

Why Employees are Leaving- Employee View



UNCLASSIFIED - DRAFT FOR REVIEW

Graph Source: McKinsey & Company

Why Employees are Leaving- Employer View



UNCLASSIFIED - DRAFT FOR REVIEW

Graph Source: McKinsey & Company

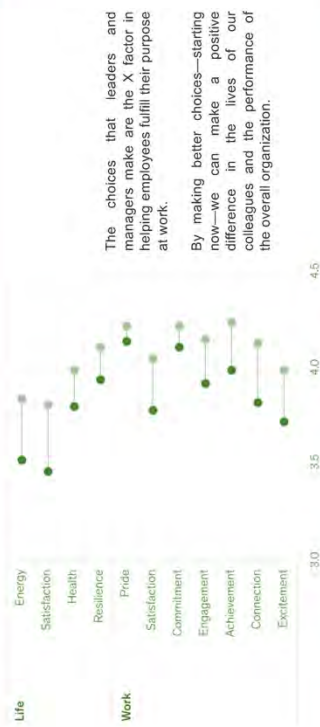
Questions We Need To Ask

- Do we shelter toxic leaders?
- Do we have the right people in the right places (especially managers)?
- How strong was our culture before the pandemic?
- Is our work environment transactional?
- Are our benefits aligned with employee priorities?
- Employees want career paths and development opportunities. Can we provide it?
- How are we building a sense of community?

UNCLASSIFIED - DRAFT FOR REVIEW

Graph Source: McKinsey & Company

Helping To Find a Purpose



Source: Gallup

UNCLASSIFIED - DRAFT FOR REVIEW

10

The Great Attrition is a reality for MoD, will continue, and may get worse before it gets better. Yet this unique moment also represents a big opportunity. To seize it, take a step back, listen, learn, and make the changes employees want—starting with a focus on the relational aspects of work that people have missed the most.

By understanding why, they are leaving and by acting thoughtfully, we may just be able to turn the Great Attrition into the Great Attraction.

Source: Gallup

UNCLASSIFIED - DRAFT FOR REVIEW

11

Source: Gallup

UNCLASSIFIED

12

4. Nuclear & Radiological Regulatory Commission

Material Type(s)

	Written articles in refereed and non-refereed journals.	4.1	Corporate/strategic plans.
	Authored books and book chapters.		Leadership development programs.
	Composed electronic web documents.		Submissions to government.
	Addresses at meetings (e.g., to Conferences, Board meetings, shareholders meetings).		Professional development workshops
	Public lectures.		Leadership reports.
	Presentations as a guest speaker in professional societies or community organisation meetings.		Leadership evaluations.
	Articles in newsletters and magazines.		Annual reports indicating contributions of the DBL participant
	Performance agreements and management plans.		Research reports
	Corporate policy documents.		Other

Material Overall Brief

The material(s) presented herein are related to the work of the leader in the Nuclear and Radiological Regulatory Commission from December 2019 till January 2021 as a Thought Leader for the Strategy and Organization Development Workstream under a consultancy/advisory contract.

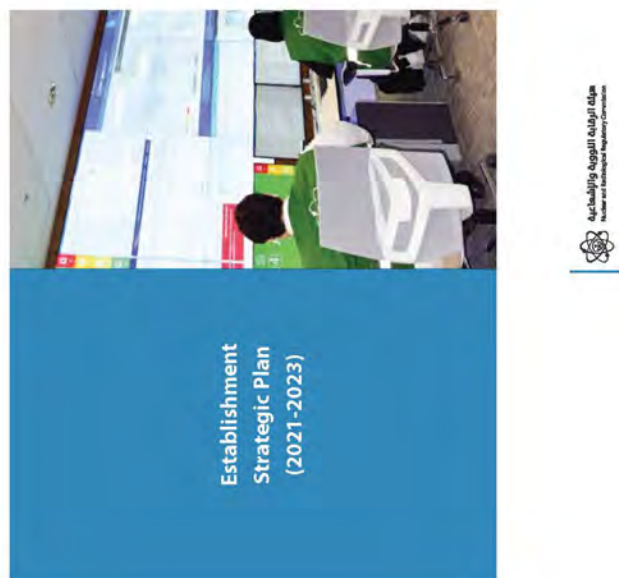
The material(s) included are briefed hereunder:

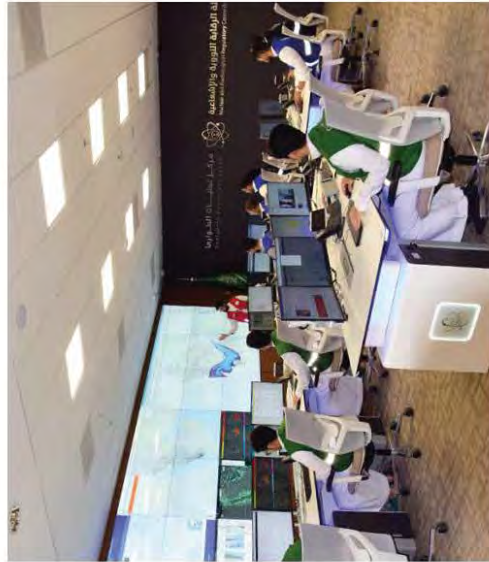
4.1

A strategic plan for the establishment and operationalization of Saudi Arabia's nuclear regulatory authority overseen by the International Atomic Energy Agency was articulated as one of the main deliverables for the engagement. This document was published by the Nuclear and Radiological Regulatory Commission on its website. The work was a culmination of efforts by the researcher, his partner, and his team.

Other documents, detailing other deliverables made and the work conducted during the engagement cannot be shared, even for academic purposes, due to sensitivity of the nature of included information and confidentiality agreements.

I. Strategic Plan for Establishment





Nuclear Emergency Operations Center



Vision

To be recognized as a highly competent, transparent, and accountable nuclear and radiological regulator.



Mission

To regulate nuclear and radiological practices and provide high quality nuclear and radiological regulatory services to protect people and the environment from harmful effects of radiations.



NRRC's Values

Guided by its vision and mission, these values form the foundation upon which NRRC relies in achieving its role in protecting the Kingdom's public environment.

Openness:

Openness to collaboration, to new ideas, innovative knowledge, and willingness to exchange information.

Independence:

Making decisions, especially regarding safety, free from external pressures.

Commitment:

Commitment to performing its mission, commitment to safety and commitment to continuous improvement.

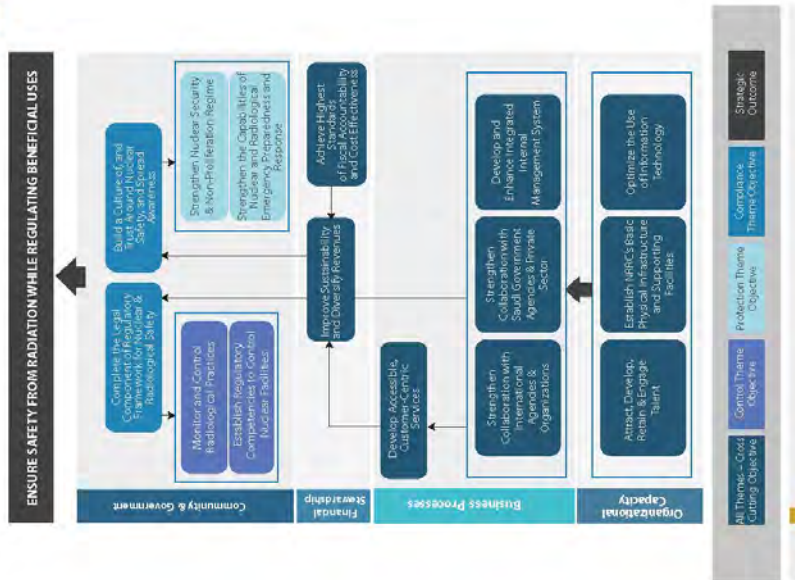
Consistency:

Making decisions in a consistent and fair manner based on science and law.

Transparency:

Ensuring the availability of the transparency's ingredients for the national nuclear and radiological systems and its compliance with safety requirements.





Strategic Objectives

The top layer of the strategy map includes the main "Strategic Outcome" that captures the NPRC's overall goal, followed by the "Mandate-Related Objectives"; corresponding to the community & government perspective in the balanced scorecard. The bottom three layers in the strategy map show the "Enabling Objectives"; related to the financial, business processes, and organizational capacity perspectives of the balanced scorecard. These objectives, along with their strategic initiatives are described as follows.

Table 1. Strategic Outcome

Strategic Outcome	
Ensure safety from radiation while regulating beneficial uses	

Table 2. Mandate-Related Objectives

NRRC's mandate-related objectives, along with their associated initiatives are:

SO#	Strategic Objective	Initiatives
01	Monitor and Control Radiological Practices	1. Develop authorization, review & assessment, and inspection processes for radiation's activities and practices. 2. Expand the application of the processes of authorization, review & assessment, and inspection to cover the existing and uncontrolled facilities and activities. 3. Establish a quality control system for radiation safety for medical radiation practices. 4. Establish a scalable and comprehensive National Regulatory Registry.

Table 3. Strategic Outcome

SO#	Strategic Objective	Initiatives
02	Establish Regulatory Competencies to Control Nuclear Facilities	1. Complete preparedness for site licensing for the first nuclear power plant (NPP). 2. Conduct review and assessment of NPP designs in support of construction licensing. 3. Complete the authorization processes for (a) the Low Power Research Reactor and (b) other non-power nuclear facilities. 4. Extend the National Regulatory Registry to include nuclear materials and nuclear-related items.
03	Strengthen Nuclear Security and Non-Proliferation Regime	1. Strengthen the monitoring of vulnerable radiation sources and recover control of orphan sources. 2. Develop a national import/export control regime for nuclear material & nuclear-related items. 3. Build a common understanding and accurate perspective of the nuclear non-proliferation topic among government organizations. 4. Implement and strengthen national activities contributing to the international non-proliferation regime. 5. Complete a national nuclear security threat analysis.



Envisioning Strategic Plan
2020-2025

SO#	Strategic Objective	Initiatives
04	Strengthen the Capabilities of Nuclear and Radiological Emergency Preparedness and Response	1. Complete an assessment of emergency preparedness and response capabilities. 2. Propose a national prevention strategy for a nuclear or radiological emergency. 3. Establish and operate NRRC's Emergency Operations Center (EOC). 4. Establish and operate Decision Support System (DSS) to predict the effects of incidences and provide advice on protective actions. 5. Develop NRRC's Emergency Response Team (ERT) to respond to radiological emergencies. 6. Establish a national radiological environmental monitoring program.
05	Complete the Legal Component of Regulatory Framework for Nuclear and Radiological Safety	1. Ensure the completeness and integrity of regulations. 2. Finalize and approve technical standards. 3. Complete drafting of guidelines. 4. Provide continuous support to stakeholders for better compliance of the NRRC's technical regulations and requirements.

SO#	Strategic Objective	Initiatives
06	Build a Culture of and Trust Around Nuclear Safety, and Spread Awareness	1. Promote a nuclear safety culture. 2. Develop and implement stakeholders' awareness through communication strategy. 3. Design and launch service excellence and safety culture excellence program.

Table 3: Enabling Objectives

The enabling objectives, along with their associated initiatives are:

SO#	Strategic Objective	Initiatives
07	Improve Sustainability and Diversify Revenues	1. Develop financial model with 3 years projections and organizational budget, including costing models/ approaches for licensing and regulatory oversight activities. 2. Develop services to improve and sustain revenue, competencies, and awareness.



Nuclear Regulatory Commission
U.S. Department of Energy

Enabling Strategic Plan

SO#	Strategic Objective	Initiatives
08	Achieve Highest Standards of Fiscal Accountability and Cost Effectiveness	1. Setup and implement spending efficiency program.
09	Strengthen Collaboration with International Agencies and Organizations	1. Establish NRRC office in the permanent mission in Vienna dealing with IAEA business and deepen cooperation with IAEA. 2. Ensure fulfilling national obligations to international treaties and conventions in nuclear regulatory field. 3. Initiate relation and establish cooperation with the regional regulators. 4. Explore and initiate relation with highly competent similar regulators worldwide and activate collaboration programs. 5. Identify competent Technical Support Organizations (TSOs) and build partnerships.

SO#	Strategic Objective	Initiatives
10	Strengthen Collaboration with Saudi Government Agencies and Private Sector	1. Establish and activate protocols and frameworks for engaging with government agencies relevant to NRRC's mandate. 2. Design and develop connected services with local government sector entities. 3. Stimulate local content creation and contribution through Saudi Technical Service Organizations.
11	Develop and Enhance Integrated Internal Management System	1. Complete the development of priority, non-core (enterprise) policies and processes and ensure integration with core policies and processes. 2. Develop an organizational excellence program.
12	Develop Accessible, Customer-Centric Services	1. Plan and execute target customer experience program including capturing voice of the customer and outreach through contact center. 2. Design and implement customer relationship management system for NRRC's services. 3. Establish community communication programs for raising awareness.



Strategic Vision 2030
National Regulatory Commission

SO#	Strategic Objective	Initiatives
13	Attract, Develop, Retain and Engage Talent	1. Complete the design and development of the organizational structure. 2. Complete competency model and baseline assessment, and develop and implement an effective recruitment plan. 3. Establish employee performance management system based on balanced scorecard (Tier 3). 4. Develop and activate talent engagement and management plan that enhances employee productivity. 5. Develop internal training requirement and programs. 6. Create a program to build great organizational culture that stimulates collaboration, inculcates leadership, and aligns values.

SO#	Strategic Objective	Initiatives
15	Optimize the Use of Information Technology (IT)	1. Establish necessary IT & information security infrastructure. 2. Establish a comprehensive public information and communication platform including website and social media. 3. Establish priority core business information systems. 4. Establish priority enterprise information systems. 5. Establish innovative data analytics and reporting capabilities. 6. Develop and activate digital enablement.

14	Establish NRRRC's Basic Physical Infrastructure and Supporting Facilities	1. Deploy a Facilities and Asset Management (FM/AM) system. 2. Develop business continuity and disaster recovery plan. 3. Complete physical facilities setup including headquarters, regional offices and regulatory technical laboratories building.
----	---	---

Performance Management

To ensure the effectiveness of the implementation of the NRRC establishment strategic plan, a continuous evaluation mechanism with clear measurable criteria will be adopted. This will monitor the progress of actions and the achievements of the strategic objectives. In order to ensure that the NRRC 2021-2023 establishment strategic plan is aligned and executed through initiatives and a clear action plan, the NRRC established an organizational excellence department, and staffed with the qualified individuals, processes and tools to facilitate carrying out NRRC responsibilities. In this regard, there is a joint role of the Project Management Office (PMO) and Strategy & Corporate Performance Department to ensure, as per mandates, the execution of projects and programs as derived from the strategic initiatives. Work on the development of the strategy will continue to cover the period following the establishment phase to ensure that all NRRC's members comprehend and play a collective role in its delivery.



5. Saudi Paralympic Swimming Federation

Material Type(s)

	Written articles in refereed and non-refereed journals.	5.1	Corporate/strategic plans.
	Authored books and book chapters.		Leadership development programs.
	Composed electronic web documents.		Submissions to government.
	Addresses at meetings (e.g., to Conferences, Board meetings, shareholders meetings).		Professional development workshops
	Public lectures.		Leadership reports.
	Presentations as a guest speaker in professional societies or community organisation meetings.		Leadership evaluations.
	Articles in newsletters and magazines.		Annual reports indicating contributions of the DBL participant
	Performance agreements and management plans.		Research reports
	Corporate policy documents.		Other

Material Overall Brief

The material(s) presented herein are related to the work of the leader with the CEO of the Saudi Paralympic Swimming Federation from July 2023 till present times as a personal advisor to the CEO on a voluntary, non-monetary basis as part of his giving back to the country.

The material(s) included are briefed hereunder:

5.1

A detailed strategic plan for the establishment and operationalization of Saudi Arabia's paralympic swimming federation was composed based on the requested engagement of the CEO of the federation to be presented to the Chair of the Saudi Olympic and Paralympic Committee. The plan was mainly authored by the researcher and supported in other specialized areas by his team members. The adaptation of the plan occurred in early November of 2023.

I. Strategic Plan for 2023-2025



رؤية
2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA



His Royal Highness Prince
**Mohamad bin Salman
bin Abdulaziz**
Crown Prince & Prime Minister

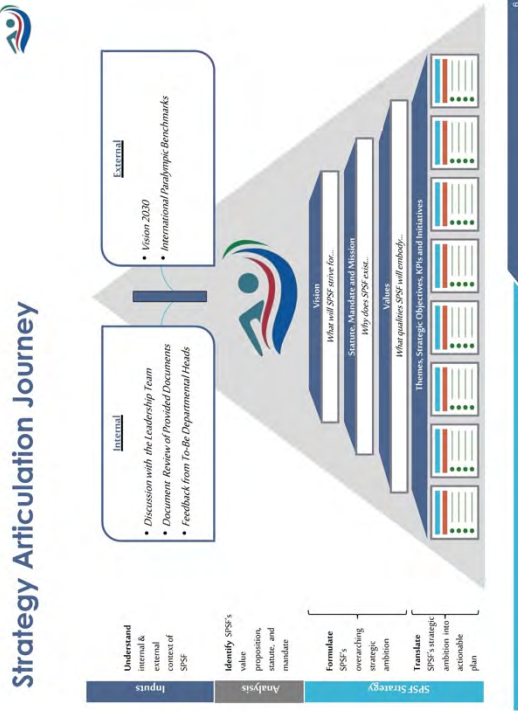


The Custodian of the Two Holy
Mosques
King Salman bin Abdulaziz



His Royal Highness Prince
Abdulaziz bin Turki AlFaisal
Alsaud
President of Saudi Olympic and Paralympic
Committee

Contents	BELIEVE
	
	 Vision  Mission  Values  Statute  Horizons  Benchmark  Goals  Objectives  Initiatives  Measures  Next Steps
	8 17 23 45 53 62 72 74 87 140 196



Components of the Vision



Exceptional Performance and Innovation

Striving for greatness, we will continuously push the boundaries of performance through cutting-edge training methodologies, research, and technological advancements.

Our commitment to innovation will create a platform for record-breaking achievements and inspire the world with the limitless potential of Paralympic swimming right here in Saudi Arabia.

Components of the Vision



Advocacy and Awareness

We are dedicated to raising awareness about the incredible abilities of Paralympic swimmers and their contributions to the world of sports in all regions of Saudi Arabia.

By championing advocacy initiatives at every level, we will strive to eliminate barriers and create a society that celebrates differences and values the unique strengths of every individual.

Components of the Vision



Global Citizenship and Collaboration

Embracing diversity, we aspire to bring together nations, cultures, and people in a shared celebration of human resilience and achievement.

We will actively collaborate with international partners, federations, and organizations to strengthen the Saudi Paralympic swimming community.

Components of the Vision



Legacy for the Future

Our vision extends beyond medals and records. As custodians of the Saudi Paralympic Swimming legacy, we will work diligently to leave a lasting impact on the future generations of Saudi Arabia.

Our vision extends beyond the Paralympics, as we aspire to build sustainable pathways for swimmers with disabilities, develop coaching talent, and nurture a love for the sport from grassroots to elite levels all whilst building a sustainable future for the Saudi paralympic swimming.



Drivers for the Mission

BELIEVE...

Sustainable Growth & Legacy

Talent Development and Empowerment

International Competitiveness and Recognition

Utilizing data-driven insights and performance analysis to fine-tune training strategies and improve results.

Fostering a culture of self-belief and determination, encouraging paralympic swimmers to overcome challenges and strive for excellence.

Identifying and nurturing talented paralympic swimmers from a young age.

Providing comprehensive training and coaching to empower paralympic swimmers to reach their full potential.

19

Drivers for the Mission

BELIEVE...

Sustainable Growth & Legacy

Talent Development and Empowerment

International Competitiveness and Recognition

Utilizing data-driven insights and performance analysis to fine-tune training strategies and improve results.

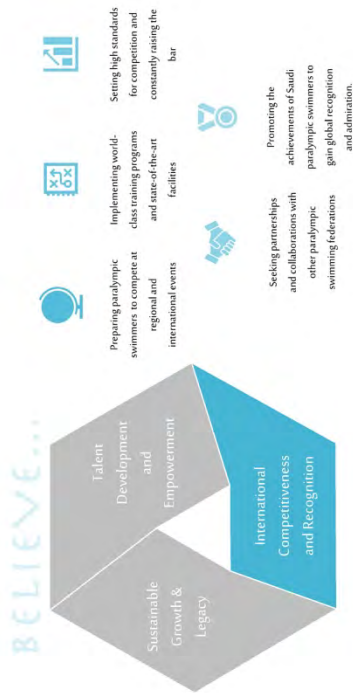
Fostering a culture of self-belief and determination, encouraging paralympic swimmers to overcome challenges and strive for excellence.

Identifying and nurturing talented paralympic swimmers from a young age.

Providing comprehensive training and coaching to empower paralympic swimmers to reach their full potential.

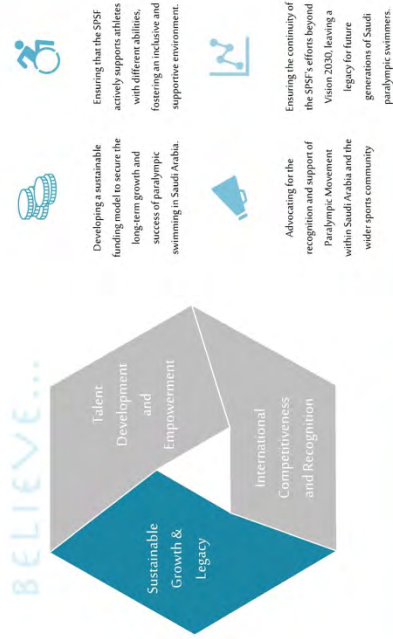
20

Drivers for the Mission



21

Drivers for the Mission



22



24

What Core Values Mean



Respect

- **Respect for Athletes:** The SP5F demonstrates utmost respect for all paralympic swimmers, regardless of their abilities or backgrounds. Paralympic swimmers are treated with dignity, and their unique contributions to the sport are acknowledged and celebrated.
- **Respect for Diversity:** The SP5F values and celebrates diversity in all its forms, including diversity of abilities, cultures, and perspectives. It creates an inclusive environment where individuals of various backgrounds feel welcomed and valued.
- **Respect for Choices:** Paralympic swimmers are empowered to make choices that align with their goals and preferences. The SP5F respects their decisions, whether it's about participating in specific events, setting personal goals, or choosing training methods.
- **Respect for Safety & Well-being:** The SP5F prioritizes the safety and well-being of paralympic swimmers, swimming coaches, and staff. It implements policies and practices that create a secure and supportive environment for everyone involved in the sport.

26

What Core Values Mean



Respect

- **Respect for Accessibility:** The SP5F ensures that its programs, events, and facilities are accessible to paralympic swimmers and fans with disabilities. It makes efforts to remove barriers and create an inclusive environment for all.
- **Respect for Paralympic Movement:** The SP5F respects and upholds the principles and values of the Paralympic Movement. Beyond paralympic swimming, it promotes the broader mission of the Paralympic Games, both locally and internationally, emphasizing inclusivity, equality, and inspiration.

By making **RESPECT** a core value, the SP5F sets the foundation for an organization that values and supports its athletes, stakeholders, and the broader community. It fosters a culture of inclusivity, fair play, and mutual appreciation, reflecting the spirit of the Paralympic Movement and contributing to a positive and impactful sports environment.

27

What Core Values Mean



Respect

- **Respect for Fair Play:** The SP5F upholds fair play and sportsmanship as essential values. It instills a sense of respect for competitors and the rules of the sport, fostering an environment where paralympic swimmers compete with integrity and respect for one another.
- **Respect for Feedback:** The SP5F values feedback from paralympic swimmers, swimming coaches, staff and stakeholders. It actively seeks input, listens to concerns, and takes constructive criticism into account to improve and refine its operations.
- **Respect for Partnerships:** The SP5F respects its partnerships with other sports organizations, sponsors, and stakeholders. It values collaboration, open communication, and mutual support to further the development and growth of paralympic swimming.
- **Respect for Commitment:** The SP5F recognizes the dedication and commitment demonstrated by paralympic swimmers and swimming coaches. It acknowledges their hard work and supports their continuous growth and improvement.

28

What Core Values Mean



Courage

- **Athlete Empowerment:** The SP5F encourages and empowers paralympic swimmers to face challenges and push their limits, demonstrating courage in pursuing their goals and dreams despite obstacles.
- **Embracing Challenges:** The SP5F sees challenges as opportunities for growth and improvement. It encourages paralympic swimmers to embrace difficult situations and competitions with courage, knowing that overcoming obstacles leads to personal and athletic development.
- **Risk Taking & Innovation:** The SP5F fosters a culture of risk-taking and innovation. It has the courage to explore new training techniques, adaptive equipment, and technologies that can enhance the performance of paralympic swimmers.
- **Advocacy & Awareness:** The SP5F has the courage to be a strong advocate for the rights and recognition of paralympic swimmers. It raises awareness about the achievements and abilities of swimmers with disabilities, challenging stereotypes and promoting inclusion.

29

What Core Values Mean



Courage

- **Resilience:** The SPSF demonstrates courage by maintaining resilience in the face of setbacks and adversity. It supports paralympic swimmers in building mental strength and developing coping mechanisms to handle challenges with determination.
- **Breaking Barriers:** The SPSF takes bold steps to break down barriers and eliminate discrimination in sports. It advocates for equal opportunities and resources, ensuring that swimmers with disabilities have the chance to showcase their talent on the global stage.
- **Supporting Athlete's Wellbeing:** The SPSF has the courage to prioritize the physical and mental well-being of paralympic swimmers. It addresses issues related to mental health, ensuring they receive the support they need to perform at their best.
- **Sportsmanship & Fair Play:** The SPSF emphasizes the courage to uphold the values of sportsmanship and fair play. It encourages paralympic swimmers to compete with integrity and respect for competitors, promoting a positive and ethical sports environment.

29

What Core Values Mean



Passion

- **Athlete-Centric Approach:** The SPSF's passion is centered around the paralympic swimmers and their well-being. It demonstrates a genuine desire to support and nurture paralympic swimmers' passions for paralympic swimming, ensuring they have the resources and opportunities to thrive.
- **Excellence in Performance:** The SPSF's passion drives a pursuit of excellence in all aspects of paralympic swimming. It aims to develop programs, training, and coaching that ignite the passion for achieving personal bests and international success for Saudi paralympic swimmers.
- **Inspiring Role Models:** The SPSF's passion extends to creating a platform for paralympic swimmers to be inspiring role models within and beyond the sport. Paralympic swimmers are encouraged to share their stories, triumphs, and challenges, motivating others and making a positive impact on Saudi society.

30

What Core Values Mean



Courage

- **Embracing Change:** The SPSF is open to change and adaptation. It has the courage to evolve and embrace new practices, policies, and initiatives to enhance the sport and athlete experience continually.
 - **Leading by Example:** The SPSF demonstrates courage by leading by example. It sets high standards for ethical conduct, transparency, and accountability, inspiring paralympic swimmers, swimming coaches, staff and other stakeholders to uphold the same principles.
- By embracing **COURAGE** as a core value, the SPSF creates an environment that supports and empowers athletes to be brave, resilient, and determined in their pursuit of excellence. It fosters a community of courage, where athletes are encouraged to overcome challenges and achieve their full potential, reflecting the spirit of the Paralympic Movement and inspiring positive change in the Saudi society.**

31

What Core Values Mean



Passion

- **Advocacy and Visibility:** The SPSF's passion fuels a commitment to advocating for the recognition and visibility of paralympic swimming. It actively promotes the sport to raise awareness, attract support, and inspire future Saudi paralympic swimmers.
- **Community Building:** The SPSF's passion drives efforts to build a strong and supportive local community around paralympic swimming. It fosters camaraderie, connection, and a shared passion for the sport among paralympic swimmers, swimming coaches, and other stakeholders.
- **Celebrating Achievements:** The SPSF's passion involves celebrating the achievements of paralympic swimmers at all levels. It recognizes and acknowledges successes, no matter how big or small, to create a positive and encouraging environment.
- **Promoting Inclusivity:** The SPSF's passion for inclusivity ensures that paralympic swimming is accessible to swimmers of all abilities. It actively seeks to welcome and support swimmers with disabilities, fostering a sense of belonging and empowerment.

32

What Core Values Mean



Passion

- **Continued Growth:** The SPSF's passion for the sport drives continuous growth and improvement. It seeks feedback, embraces innovation, and evolves its programs to stay at the forefront of paralympic swimming globally.
- **Athlete Empowerment:** The SPSF's passion empowers paralympic swimmers to pursue their passions in paralympic swimming. It encourages them to take ownership of their careers and actively shape the future of the sport.
- **Impact and Legacy:** The SPSF's passion is fuelled by a desire to create a lasting impact and leave a positive legacy for paralympic swimming. It aims to inspire generations of passionate Saudi paralympic swimmers and Saudi supporters to carry the sport forward at a global level.

34

What Core Values Mean



Determination

- **Athlete Support:** The SPSF is determined to provide unwavering support to Saudi paralympic swimmers, helping them overcome obstacles and reach their highest potential in paralympic swimming.
- **Goal Setting and Achievement:** The SPSF encourages paralympic swimmers to set ambitious goals and provides the necessary resources and guidance to help them achieve these objectives.
- **Resilience and Grit:** The SPSF fosters resilience and grit in paralympic swimmers, helping them build mental strength and cope with setbacks, injuries, or difficulties in their sporting journey.
- **Adaptability:** The SPSF is determined to adapt to changing circumstances, such as evolving training methodologies, advances in technology, and adjustments in competitions, to optimize paralympic swimmers' performance.

35

What Core Values Mean



Passion

By embracing **PASSION** as a core value, the SPSF demonstrates a wholehearted dedication to the sport's growth and the empowerment of its paralympic swimmers in Saudi Arabia. It creates an environment where passion is nurtured, celebrated, and shared, contributing to the success of paralympic swimming and the broader vision of an inclusive and thriving Paralympic Movement in Saudi Arabia.

36

What Core Values Mean



Determination

- **High-Performance Culture:** The SPSF promotes a high-performance culture that emphasizes determination as a key driver of success, instilling a mindset of continuous improvement and striving for excellence.
- **Perseverance:** The SPSF recognizes the value of perseverance in pursuing long-term athletic goals. It supports paralympic swimmers through challenges and instills confidence in their abilities to overcome adversity.
- **Commitment to Excellence:** The SPSF is determined to maintain a focus on excellence in all aspects of its operations, from coaching and talent development to organizing events and competitions inside Saudi Arabia.
- **Supportive Environment:** The SPSF creates a supportive environment where determination is celebrated, and paralympic swimmers are encouraged to reach beyond their perceived limitations.

37

What Core Values Mean



Determination

- **Innovation and Improvement:** The SPSF is determined to continually seek innovative approaches to enhance paralympic swimmers' performance and create a competitive advantage.
- **Celebrating Effort:** The SPSF celebrates the determination and effort of paralympic swimmers, regardless of the outcome. It recognizes that every step toward improvement is a success worth acknowledging.
- **Empowering Athletes:** The SPSF empowers Saudi paralympic swimmers to take ownership of their athletic journey, fostering a sense of determination and self-belief.
- **Positive Mindset:** The SPSF promotes a positive and optimistic mindset, encouraging paralympic swimmers to maintain determination in the face of challenges and setbacks.

38

What Core Values Mean



Discipline

- **Rigorous Training Regimens:** The SPSF emphasizes the importance of disciplined training schedules for paralympic swimmers, ensuring they receive the necessary support and guidance to maximize their potential.
- **Adherence to Rules and Regulations:** The SPSF upholds strict adherence to rules and regulations set by national and international governing bodies, fostering an environment of fair play and integrity.
- **Commitment to Improvement:** The SPSF promotes a culture of continuous improvement, encouraging paralympic swimmers and swimming coaches to identify areas of growth and develop disciplined strategies for enhancement.
- **Time Management:** The SPSF emphasizes the importance of time management, helping paralympic swimmers balance their sporting commitments with education, personal life, and other responsibilities.

39

What Core Values Mean



Determination

By embracing **DETERMINATION** as a core value, the SPSF establishes a foundation for a resilient and empowering organization that supports Saudi paralympic swimmers in their pursuit of excellence. This value instills a sense of purpose and passion, driving the SPSF's efforts to create a lasting impact and inspire a new generation of determined Saudi paralympic swimmers.

40

What Core Values Mean



Discipline

- **Focus on Health and Well-being:** The SPSF prioritizes the health and well-being of paralympic swimmers, emphasizing disciplined routines for nutrition, rest, and recovery.
- **Goal-Oriented Approach:** The SPSF instills a disciplined goal-oriented mindset, helping paralympic swimmers set specific, measurable, attainable, relevant, and time-bound (SMART) objectives to track their progress.
- **Performance Analysis:** The SPSF utilizes disciplined performance analysis and data-driven insights to identify areas for improvement and make informed decisions.
- **Coach and Staff Development:** The SPSF invests in the continuous development of swimming coaches and staff, ensuring they have access to the latest training methodologies and resources.
- **Personal Responsibility:** The SPSF fosters a sense of personal responsibility in paralympic swimmers, empowering them to take ownership of their training and development.

41

What Core Values Mean



Discipline

- **Discipline in Competition:** The SPSF encourages paralympic swimmers to maintain discipline during local and international competitions, adhering to strategic plans and executing with focus and determination.
- **Consistency:** The SPSF values consistency in both individual performances and organizational practices, aiming for steady progress and sustainable success.
- **Discipline in Financial Management:** The SPSF exercises financial discipline, ensuring responsible allocation of resources to support the paralympic swimmers and to develop the sport in all regions of Saudi Arabia.

By embracing **DISCIPLINE** as a core value, the SPSF creates a structured and focused environment that supports paralympic swimmers in their pursuit of excellence. It fosters a culture of responsibility, professionalism, and continuous growth, contributing to the overall success and impact of paralympic swimming in Saudi Arabia.

41

What Core Values Mean



Excellence

- **Athlete Development:** The SPSF upholds professionalism and ethical conduct in all interactions, reflecting integrity and respect for paralympic swimmers, swimming coaches, staff members, stakeholders, and the broader sporting community.
- **Professionalism & Ethics:** The SPSF supports paralympic swimmers in setting challenging yet achievable goals and provides the necessary resources to help them accomplish these objectives.
- **Setting and Achieving Goals:** The SPSF embraces innovative approaches to training, coaching, and sports management, seeking new ways to enhance paralympic swimmers performance and the overall athlete experience.
- **Embracing Innovation:** The SPSF utilizes performance analysis and data-driven insights to evaluate and optimize training and competition strategies.

42

What Core Values Mean



Excellence

- **Athlete Development:** The SPSF is dedicated to providing paralympic swimmers world-class development programs, coaching, resources and infrastructure to help Saudi paralympic swimmers reach their full potential.
- **High-Performance Culture:** The SPSF fosters a culture of high performance, setting the bar for excellence and inspiring paralympic swimmers to continually strive for improvement.
- **Pursuit of Personal Bests:** The SPSF encourages paralympic swimmers to pursue personal bests and constant improvement in their performance, emphasizing growth and progress over solely winning medals.
- **Continuous Learning:** The SPSF promotes a culture of continuous learning and improvement, encouraging paralympic swimmers, swimming coaches, and staff to stay updated with the latest advancements in sports science and technology.

43

What Core Values Mean



Excellence

- **International Competitiveness:** The SPSF aims to position Saudi paralympic swimmers to compete at an international level, consistently showcasing their abilities on the global stage.
- **Pursuit of Organizational Excellence:** The SPSF is committed to organizational excellence, constantly seeking to optimize its own operations, governance, and resources to support the paralympic swimmers effectively.

By embracing **EXCELLENCE** as a core value, the SPSF sets the standard for top-tier performance in paralympic swimming. It fosters a culture of excellence and continuous improvement, cultivating a positive impact on paralympic swimmers, swimming coaches, and the overall growth and reputation of paralympic sports in Saudi Arabia.

44



SPSF Statute and Mandate

Article I

The SPSP shall enjoy an autonomous public legal entity ship with financial and administrative autonomy. It shall report to the President of Saudi Olympic and Paralympic Committee (SOPC) and its headquarters shall be in the City of Riyadh. It may establish branches and offices elsewhere in Saudi Arabia.

Article II

The SPSP shall be tasked with fostering the growth and recognition of Paralympic swimming within Saudi Arabia and on the international stage.

The SPSP aims to plan, promote, fund, license, manage, supervise, support and regulate activities and facilities involving the paralympic swimming in Saudi Arabia.

The SPSP shall assume the following duties and powers under its mandate:

1. Set policies, procedures, and regulations to ensure regulation of paralympic swimming activities and operation of special facilities ensuring implementation thereof.

2. Develop and implement comprehensive paralympic swimming development programs to identify, nurture, and support talented paralympic swimmers across Saudi Arabia.
3. Provide world-class coaching, training facilities, and resources to enhance paralympic swimmers performance and competitive capabilities.
4. Promote a culture of inclusivity and equal opportunities for swimmers with disabilities, encouraging their participation and integration into the professional sports community of Saudi Arabia.
5. Represent the Saudi Arabia in regional and international paralympic swimming events, striving for excellence and earning recognition on the global stage.
6. Collaborate with relevant stakeholders, sports organizations, and governmental bodies to advocate for the rights and recognition of paralympic swimmers within Saudi Arabia and internationally.
7. Represent Saudi Arabia before the International Paralympic Committee (IPC) and relevant international organizations.

SPSF Statute and Mandate

Article III

The SPSP shall be the national contact point with respect to relevant national, regional and international agreements to which Saudi Arabia is party of with relation to Paralympic Swimming.

Article IV

The SPSP shall have a Board of Directors (BoD) composed of a Chairman appointed by the Board of the SOPC, the Chief Executive Officer (CEO) of the SPSP, and three specialists with experience in relevant fields of paralympic sports, appointed pursuant to a decision by the President of SOPC upon a recommendation by the Chairman of the SPSP BoD for a period of three years, renewable for one term. The Chairman of SPSP shall appoint a Deputy Chairman, other than the SPSP CEO, to act on his behalf in his absence.

Remunerations of the members, other than the CEO, shall be determined pursuant to a resolution by the BoD of SOPC.

Article V

The SPSP Board shall oversee the management of the SPSP and the conduct of its affairs and shall take all necessary decisions to achieve its objectives in accordance with its laws. It may, particularly:

1. Oversee the implementation of assigned tasks;
2. Approve general policies related to its activities as well as plans and programs necessary for implementation thereof;
3. Propose draft laws relating to SPSP functions, propose amendments to applicable laws, and submit the same for approval in accordance with applicable statutory procedures;
4. Approve administrative, financial and other bylaws;
5. Approve technical regulations relating to paralympic swimming activities, policies, practices, procedures and sports facilities;
6. Approve the SPSP's organizational structure and submit it for approval in accordance with applicable statutory procedures;

SPSF Statute and Mandate

Article VI

Board meetings shall be held at the SPSP's headquarters and shall be presided over by the Chairman of the Board or his designee. Said meetings may, if necessary, be held elsewhere in Saudi Arabia.

The SPSP Board shall periodically convene at least four times a year. The Chairman of the Board may call for a meeting, as he/she deems necessary or upon the request of at least three members.

A Board Meeting shall be deemed valid if attended by the majority of Members, including the Chairman or his designee. Board resolutions shall be passed by the majority of attending Members. In case of a tie, the meeting Chairman shall have the casting vote.

Board deliberations and decisions shall be recorded in minutes to be signed by the meeting Chairman and attending Members. The Board may also delegate certain powers to its Chairman or to any of its Members.

SPSF Statute and Mandate



A Board Member may not abstain from voting nor vote by proxy. A Member abstaining to any resolution may state his/her objection and grounds therefor in the board meeting minutes.

A Board Member may not disclose any confidential information relating to the Commission's work which he becomes privy to by virtue of his board membership.

The board may invite specialists and advisors as it deems appropriate to attend its meetings, without having the right to vote.

Article VII

The SPSP shall have a CEO to be appointed and relieved pursuant to a decision by the Board of SPSP. Such decision shall determine his/her salary and financial benefits. The CEO shall be in charge of managing the SPSP's affairs in accordance with Board decisions and provisions of the Statute and shall have the following powers and duties:

1. Supervise the SPSP's conduct of business in accordance with approved regulations, plans and programs;
2. Propose general policies for the SPSP's activities, as well as plans and programs necessary for implementation thereof, submit the same to the Board, and monitor their implementation upon approval by the Board;
3. Appoint and supervise SPSP employees in accordance with the regulations;
4. Deduce from the approved budget and comply with applicable laws, regulations and powers delegated to him/her by the board in all financial procedures;
5. Prepare the SPSP's organizational structure and bylaws;
6. Prepare progress reports on the SPSP's plans and programs and submit the same to the board;
7. Submit to the Board proposals on matters falling within the SPSP's jurisdiction;
8. Prepare the SPSP's draft annual budget and balance sheet and submit the same to the Board;
9. Represent the SPSP before authorities, government agencies, and other relevant organizations and entities within Saudi Arabia and abroad;
10. Sign agreements, protocols and contracts in accordance with applicable procedures.



SPSF Statute and Mandate

10. Sign memorandums, agreements, protocols and contracts in accordance with applicable procedures;
11. Take decisions necessary for the implementation of the SPSP laws in accordance with powers vested in him/her;
12. Issue, renew, amend, suspend and revoke permission necessary for the participation, training, scholarship, and practices and facilities in accordance with SPSP laws;
13. Approve and monitor the SPSP's training, scholarship and secondment plans and programs;
14. Regulate the SPSP's participation in local, regional and international conferences, symposia, meetings, exhibitions and related Olympic and Paralympic sporting events; and
15. Any other task assigned to him/her by the Board or stipulated in the SPSP's bylaws.

The CEO may delegate certain powers to any staff member of the SPSP.

Article VIII

The SPSP's financial resources shall consist of the following:

- a) Allocations in the State budget;
- b) International Grants;
- c) Team and Event Sponsorships;
- d) Broadcasting Revenue;
- e) Fundraising Activities;
- f) Membership Fees;
- g) Merchandise Sales;
- h) Other resources approved by the Board.

SPSP shall actively seek to diversify its revenue sources to reduce dependency on a single funding stream.

Fundraising and Sponsorship activities shall be conducted ethically and in compliance with relevant laws and regulations. Furthermore, proper records of donations and contributions shall be maintained.

Commission funds shall be deposited in the Ministry of Finance (MoF) current account with the Saudi Arabian Monetary Agency (SAMA). Disbursement from said funds shall be in accordance with the SPSP's approved budget.

SPSF Statute and Mandate



Article IX

The SPSP shall have an independent annual budget to be issued in accordance with procedures governing the State budget.

The fiscal year of the SPSP shall be that of the State, as an exception the first fiscal year shall commence on the date this Statute enters into force and shall end with the State's subsequent fiscal year.

All financial transactions shall require appropriate authorization and supporting documentation, including purchase orders, contracts, invoices, and receipts.

Article X

SPSP shall adhere to a procurement policy that promotes transparency, competition, and value for money. Procurements shall be conducted in accordance with applicable Saudi laws and regulations. Contracts shall be established in writing, clearly defining the scope, terms, and conditions. Contract performance shall be monitored and renewed or extensions shall be based on performance evaluations.

Article XI

The SPSP shall submit its balance sheet to the SCPC within 90 days following the end of the fiscal year. A copy of the balance sheet shall be provided to the General Auditing Bureau (GAB).

Article XII

The SPSP shall submit to the President of SCPC, within 90 days following the end of the fiscal year, an annual report on its achievements and difficulties encountered as well as proposals for improvement.

Article XIII

Without prejudice to the powers of the GAB to audit SPSP accounts and transactions, the Board shall appoint one or more External Auditor(s) licensed to operate in Saudi Arabia to audit its accounts, transactions, statements, annual budget and balance sheet, and shall determine their fees. The Auditor's report shall be submitted to the Board with a copy thereof forwarded to the GAB.

SPSF Statute and Mandate



Article XIV

SPSP's employees shall be subject to the provisions of the Labour Law and the Social Insurance Law.

Article XV

The SPSP shall operate in compliance with all relevant laws, regulations, and international sports standards. It shall coordinate with the Ministry of Sports (MOS), SCPC, and other sports federations/entities to ensure effective synergy and cooperation in achieving shared sports development goals.

Article XVI

Adequate internal controls shall be established and maintained to safeguard assets, prevent fraud, and ensure compliance with financial regulations.

Access to financial data shall be restricted to authorized personnel only. Measures shall be in place to protect financial data from unauthorized access, loss or alteration.

An assigned Committee shall conduct periodic risk assessments to identify any risks and develop mitigation strategies.

Article XVII

The SPSP shall implement a whistle-blower policy that encourages staff to report any financial misconduct, fraud or unethical behaviour, ensuring protection from retaliation.

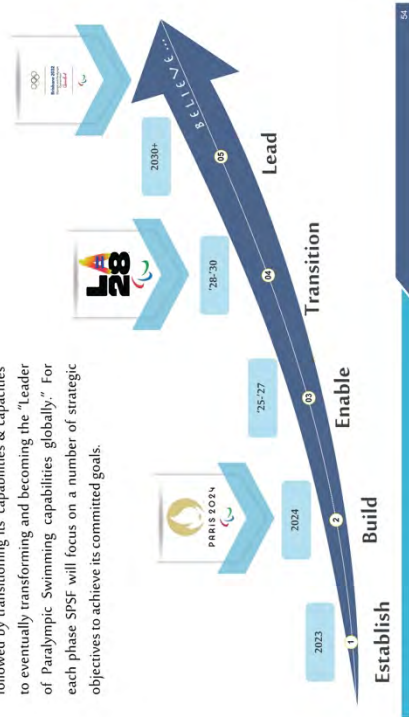
Article XVIII

This Statute shall be published in the Official Gazette and shall become effective as of the date of its publication.

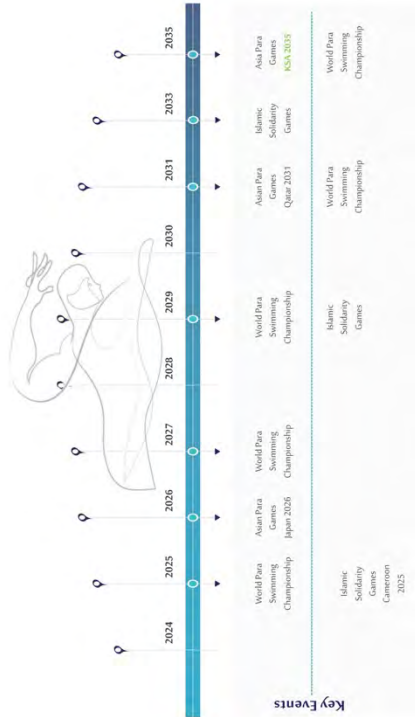


Strategic Horizons

SPSF will start by institutionalizing its 'enablers' followed by transitioning its 'capabilities & capacities' to eventually transforming and becoming the "Leader of Paralympic Swimming capabilities globally." For each phase SPSP will focus on a number of strategic objectives to achieve its committed goals.

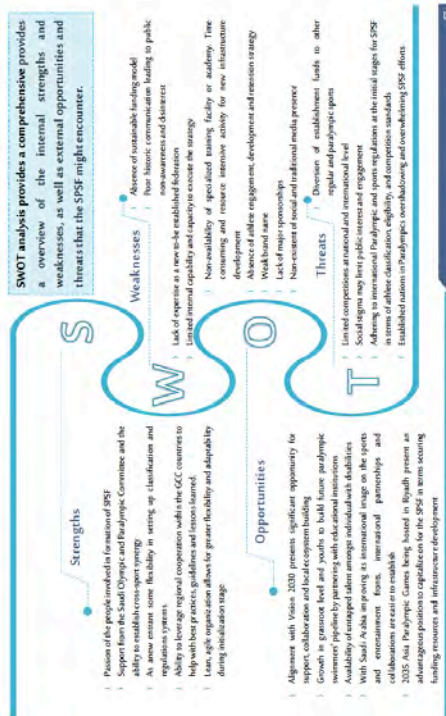


Other Significant Competitions

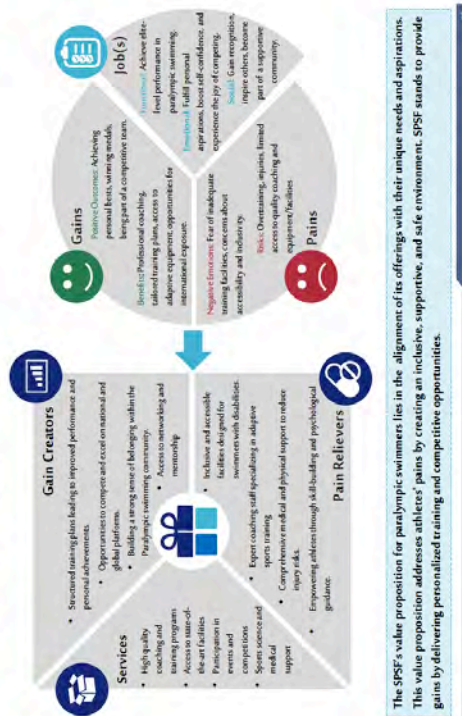


As-is Contextual Analysis for Paralympic Swimming in Saudi Arabia

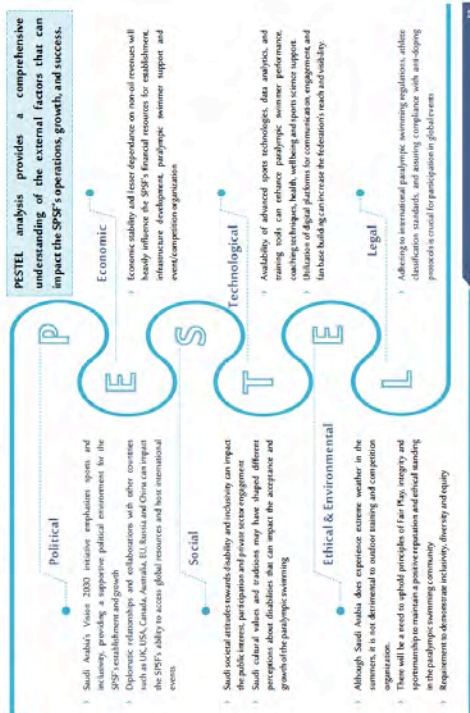
As-Is: SWOT Analysis



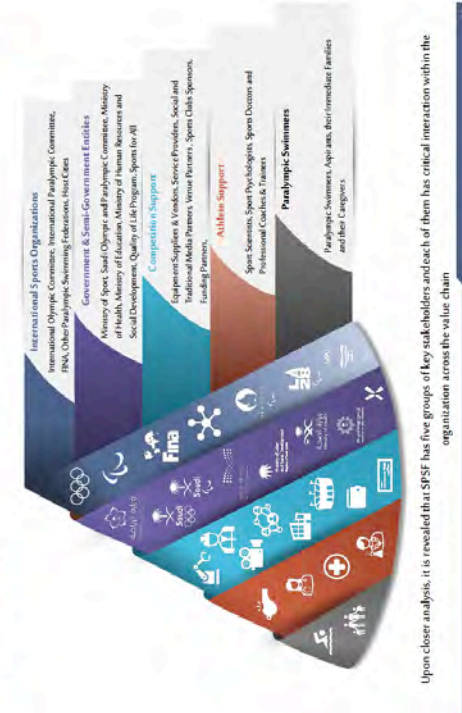
As-Is: Value Proposition



As-Is: PESTEL Analysis



As-Is: Stakeholder Map

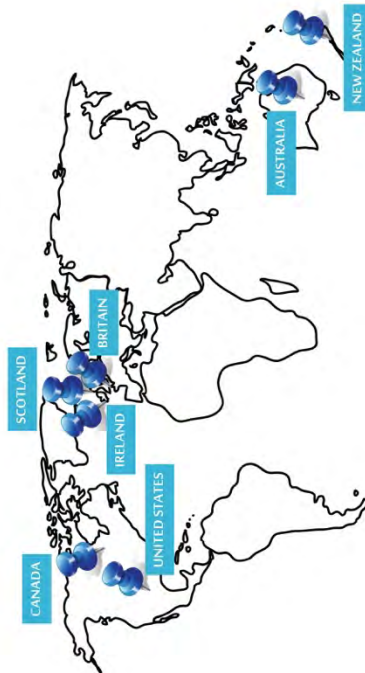




Where we stand today

- **Debut in Paralympic Swimming:** Saudi Arabia made its debut in paralympic swimming at the 1996 Summer Paralympics held in Atlanta, United States. A small contingent of athletes represented the country for the first time in the Paralympic Games.
- **Limited Participation:** In the early years, Saudi Arabia's participation in Paralympic swimming was limited, and the country did not secure medals in the sport during the initial games. Participation was and remains male-dominated.
- **SAPC Establishment:** The Saudi Arabian Paralympic Committee (SAPC) was established in 2016 to promote and develop paralympic sports in the country, including swimming. This marked a significant step in supporting athletes with disabilities and increasing their participation in international competitions. As of 2021, this stands merged with the Olympic Committee.
- **Growing Representation:** In subsequent Paralympic Games, Saudi Arabia increased its representation in paralympic swimming and other disciplines. Athletes with disabilities from Saudi Arabia have competed in various regional and international competitions. Ibrahim Al Marzouki won Saudi Arabia's first medal in paralympic swimming in 2022 Konya Islamic Solidarity Games.
- **Efforts for Inclusion:** With the implementation of the Vision 2030 initiative, which includes a strong focus on promoting sports and an active lifestyle, there has been an increased emphasis on inclusivity and opportunities for athletes with disabilities, including those in swimming.
- **Talent Identification:** Efforts are underway to identify and nurture talented paralympic swimmers through adaptive sports programs and initiatives across the country. Talent identification and development are crucial components of Saudi Arabia's vision for Paralympic sports.

Benchmarking Exercise



BENCHMARK

Learnings Summary



- USA is a powerhouse in paralympic swimming, boasting a rich history of success and a strong national team program.
- The USA paralympic swimming team has consistently performed well in international competitions, winning numerous medals at Paralympic Games and World Championships.
- The USA invests heavily in athlete development, providing world-class training facilities, coaching, and sports science support.
- The country has a strong emphasis on inclusivity, with comprehensive grassroots programs and adaptive swimming initiatives to identify and nurture talent.
- The USA's success in paralympic swimming can be attributed to its robust system of funding, sponsorship, and support from the US Olympic and Paralympic Committee.

35 Medals: 15 Gold | 10 Silver | 10 Bronze
34 Swimmers: 10 Male | 24 Female



- Canada has a robust paralympic swimming program, with a history of success in major events and a dedicated pool of talented athletes.
- The Canadian paralympic swimming team consistently performs well, earning medals at Paralympic Games and World Championships.
- Canada invests in a well-structured talent identification and development system, with a focus on early identification and support for promising athletes.
- The country's commitment to excellence is reflected in its funding support, which enables athletes to access high-level coaching, training facilities, and sports science expertise.

8 Medals: 3 Gold | 3 Silver | 2 Bronze
19 Swimmers: 6 Male | 13 Female

Learnings Summary



- Scotland has made substantial strides in paralympic swimming, with talented athletes representing the country in international competitions.
- The Scottish Swimming organization works in collaboration with national and local partners to develop Paralympic swimming pathways.
- The country's commitment to athlete development and performance is evident in its investment in coaching expertise, sports science research, and infrastructure.
- Scotland places a strong emphasis on nurturing emerging talent and creating a supportive environment for athletes with disabilities.

Part of Team Great Britain in Paralympics



2 Medals: 1 Gold | 1 Silver | 0 Bronze
5 Swimmers: 2 Male | 3 Female



- Ireland has emerged as a strong contender in paralympic swimming, with notable achievements in recent years.
- The Irish paralympic swimming team has shown significant improvement, with athletes regularly qualifying for and performing well in major international events.
- Ireland focuses on enhancing athlete pathways, providing opportunities for skill development and progression through various levels of competition.
- The country's National Governing Body for paralympic sports actively promotes inclusion and accessibility, leading to increased participation in adaptive swimming programs.



68

Learnings Summary



- New Zealand is a competitive force in paralympic swimming, consistently producing athletes who excel on the global stage.
- The New Zealand paralympic swimming team has achieved significant success at major events, winning medals and setting records.
- The country's approach to athlete development is marked by a strong collaboration between the national sports organizations and disability sports bodies.
- New Zealand provides athletes with access to top-class facilities and training programs, ensuring they are well-prepared for international competitions.

5 Medals: 3 Gold | 1 Silver | 1 Bronze
4 Swimmers: 1 Male | 3 Female



67

Learnings Summary



- The UK has made significant strides in paralympic swimming and has established itself as a leading nation in the sport.
- The UK Paralympic swimming team has consistently achieved strong results in international competitions, with a focus on consistent podium finishes.
- The UK's success can be attributed to strategic investment in athlete development programs, sports science research, and the integration of paralympic sports within the mainstream sports system.
- The UK advocates a collaborative approach between various organizations, including the British Paralympic Association and national governing bodies, to support athletes' preparation and performance.
- The country's commitment to paralympic sports is reflected in its National Lottery funding and partnerships with corporate sponsors.



26 Medals: 8 Gold | 9 Silver | 9 Bronze



- Australia has a strong tradition of excellence in paralympic swimming, consistently ranking among the top-performing nations.
- The Australian paralympic swimming team has achieved remarkable success in major competitions, winning multiple medals at Paralympic Games and World Championships.
- The country's success is attributed to a well-structured high-performance program, providing athletes with access to top-notch coaching, sports science support, and cutting-edge training facilities.
- Australia emphasizes inclusivity, with robust grassroots initiatives and talent identification programs to develop future champions.
- The Australian Paralympic Committee and various government bodies play a significant role in funding and supporting paralympic sports development.



33 Medals: 8 Gold | 10 Silver | 15 Bronze
34 Swimmers: 19 Male | 15 Female

Benchmarking Reference

Country	Years	Document	Comment	Document Link
Canada	2021-2028	Strategy Document	Combined with the national swimming strategy	https://www.swimming.ca/content/uploads/2020/12/FI-NAL2-SC_Strategic_Plan_2021-28_EN.pdf
	2021	Board Policy	Supporting policy for paralympic swimming	https://www.swimming.ca/content/uploads/2021/04/2021_Para-swimming-and-Paralympic-Programs_20210207.pdf
United States	2022	Program Plan	Paralympic swimming athlete and sport plan	https://images.teamusa.org/-/media/USA_Paralympics/P_SWI/2022/2022-Athlete-and-Sport-Program-Plan-Swimming-FINAL.pdf?ci=cnahsh-DNF76C0455A1E10D24BEE23AAC0921F9068E2C
	2015-2021	Performance Plan	Combined with the national swimming strategy	https://des-sport.ams3.dn.digitaloceanspaces.com/scsswim-fall/2022/03/Performance-Plan-2015-2021.pdf
Scotland	2017	Factsheet	Overview of swimming for disabled people	https://www.scotlandswimming.org.uk/wp-content/uploads/2017/05/2017-Swimming.pdf
Ireland	2019-2025	Strategy Document	Combined with the national paralympic strategy	https://paralympics.ie/wp-content/uploads/ParalympicsIreland_Strategic_Report_Digital_Download_Version.pdf
Britain	2018-2024	Strategy Document	Combined with the national swimming strategy	https://www.britishswimming.org/about-us/british-swimming-strategy/

69

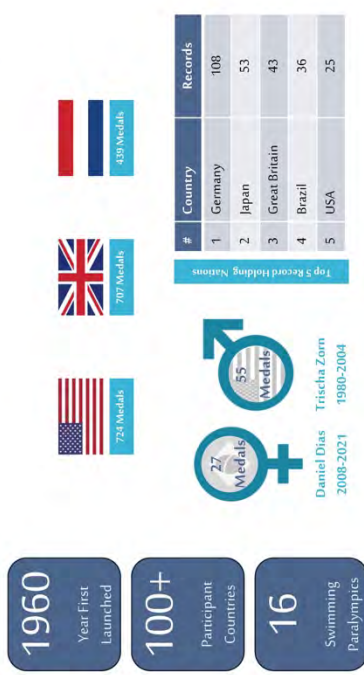
Benchmarking Reference



Country	Years	Document	Comment	Document Link
Australia	2021-2024	Strategy Document	Combined with the national Paralympic strategy	https://imagine.paralympic.org.au/ParalympicStrategicPlan.pdf
	2016	Case Study Brief	High-Performance Swimming investment	https://www.sportaustralia.gov.au/_data/assets/pdf_file/00/07/675007/Swimming_Australia_case_study.pdf
	2021-2022	Strategy Document	Combined with the national Paralympic strategy	https://paralympic.org/au/wp-content/uploads/2022/05/IPC-Strategic-Plan_Web.pdf
New Zealand	2018	Background Report	Disability active recreation and sport research	https://apornz.org.nz/media/4305/disability-active-recreation-and-sport-background-report-final.pdf
	2018	Document Link		
Organization	Years	Document	Comment	Document Link
International Paralympic Committee	2013-2016	Swimming Strategy Brief		https://www.paralympic.org/sites/default/files/document/131122140430943_WEB_IPC_13_16_Swimming.pdf
	2015-2018	Strategic Plan for Paralympics		https://www.paralympic.org/sites/default/files/document/150519133600866_2015_064IPC-Strategic-Plan+2015-2018_Digital.pdf
	2019-2022	Strategic Plan for Paralympics		https://www.paralympic.org/sites/default/files/document/190704148051100_2019_074IPC-Strategic-Plan_web.pdf
	2022-2026	Strategic Plan for Paralympics		https://www.paralympic.org/sites/default/files/document/2021/01/13/a3161908-692b-47d3-9950-6372b3fac26c/ina_strategic_plan_2018-2021.pdf
World Aquatics (FINA)	2018-2021	Strategic Plan		

69

Benchmark: Paralympics Achievements



70

Benchmark: Paralympics Achievements



#	Country	Male	Female	Total
1	Ukraine	26	13	39
2	USA	10	24	34
3	Australia	19	15	34
4	Brazil	22	14	36
5	China	16	16	32

Top 5 Participating Nations

#	Country	Gold	Silver	Bronze	Total
1	China	19	19	18	56
2	USA	15	10	10	35
3	Ukraine	14	18	11	43
4	Italy	11	16	12	39
5	Australia	8	10	15	33

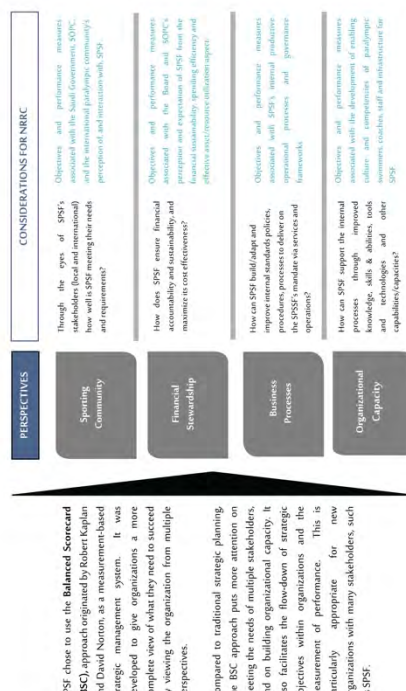
Top 5 Performing Nations

71

Strategic Goals



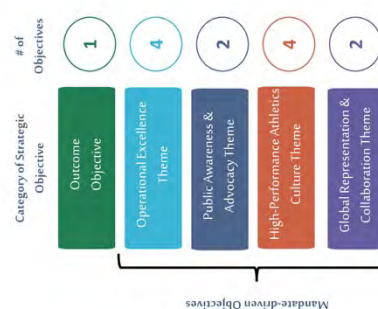
Strategy Articulation Approach



Objective Grouping

Upon closer review of SPSP's proposed stature and leadership aspirations, strategies of benchmarked international federations, several strategic objectives were developed. These objectives were grouped under four distinct themes:

- An **Outcome objective** cross-cutting the four themes, represents the overarching and the penultimate goal that SPSP aims to achieve through its strategic initiatives and actions.
- An **Operational Excellence objective**, reflects SPSP's commitment to achieving a high level of efficiency, productivity, and effectiveness in its core operational processes.
- A **Public Awareness & Advocacy objective** reflects SPSP's goal to raise awareness about a specific issue, cause, or initiative and to actively engage in advocacy efforts to drive positive change and influence public opinion or policy decisions.
- A **High-Performance Athletics Culture objective** reflects SPSP's commitment to fostering an environment of athletic excellence, discipline, and continuous improvement in the realm of paralympic swimming.
- A **Global Representation & Collaboration objective** reflects SPSP's goal to establish a strong presence, engage in partnerships, and promote collaboration on an international scale.



Objective Rationale and Measurement



Strategic Objective	Objective Definition/Aim	KPIs
SO6: Forge Partnerships with Global Sporting Entities	Cultivating collaborative alliances with international sports organizations and institutions, fostering knowledge exchange, joint initiatives, and mutually beneficial outcomes across the global stage, ultimately advancing our athletes and the broader para-sport community.	# partnerships with international sports organizations # organizational events participated in with IPC and IFSA # activation agreements signed with international federations # partnerships with sports technical support organizations
SO7: Foster Collaboration with Public & Private Sector	Nurturing strategic partnerships with both public and private sector entities, leveraging their resources, expertise, and networks to amplify SPSP's outreach, enhance athlete development, and create sustainable opportunities for growth, while collectively championing the advancement of paralympic swimming and inclusivity within Saudi Arabia.	# activation agreements signed with government agencies # activation agreements signed with academic institutions # partnership agreements signed with private sector
SO8: Accelerate Swimmers & Officials Development & Excellence	Creating athlete and coaching proficiency through rigorous development programs, specialized training, and robust support systems, aiming to unlock and nurture exceptional talent, while fostering a culture of continuous improvement and 'excellence' within the SPSP, ultimately achieving remarkable results on national and international platforms.	% average improvement in swimmers' personal best times % paralympic swimmers progressing in development pathway % swimming coaches progressing in development pathway % remarkable results on national and international platforms
SO9: Visualize Sports Science & Medicine Excellence	Revitalizing the pursuit of cutting-edge sports science and medical advancements related to paralympic swimming, integrating evidence-based practices and innovative technologies to optimize athlete performance, prevent injuries, and enhance overall well-being.	# research collaborations with disability in sports institutions % of paralympic swimmers using sport medicine services % of paralympic swimmers using sport science services

81

Strategic Alignment of SPSP and IPC



SO#	IPC Strategic Objective 2023-2028 Strategy	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8	SO9	SO10	SO11	SO12	SO13
1	Collaborate with members in advancing their organizational strengths and capabilities in order to serve Para athletes													
2	Optimize communications with members and athletes and facilitate co-operation opportunities between members													
3	Engage with members and athletes to further the interests and voice of the athletes community													
4	Review and further develop the IPC Classification Code and work with members and other stakeholders to improve understanding of classification													
5	Provide optimal conditions for a diverse group of Paralympic athletes and members to achieve excellence													
6	Increase global engagement and understanding of the Paralympic Games to maximize impact for members, athletes and the Paralympic Movement													
7	Leverage the legacy impact of the Paralympic Games													
8	Explore ways to develop the Paralympic Vision Games													
9	Explore and demonstrate the societal benefits of Paralympic sport													
10	Support members in their efforts as catalysts for social change for persons with disabilities													
11	Leverage the IPC's influence in advancing disability inclusion													
12	Innovative financial resource streams to drive organization and member advancement													
13	Innovate systems, processes and capabilities to advance the IPC as a diverse and inclusive high performance organization													
14	Maximize the opportunities of the new headquarters to advance organizational culture, membership and stakeholder engagement, and community outreach													
15	Mobilize the IPC's volunteer network of expert individuals and organizations to enhance our ability to serve the Movement													
16	Conclude and implement the outcome of the IPC Governance Review													

82

Objective Rationale and Measurement



Strategic Objective	Objective Definition/Aim	KPIs
SO10: Institutionalize Business & Operational Processes	Developing efficient workflows, developing internal processes, to optimize resource utilization, improve decision-making, and ensure organizational performance, while institutionalizing business and operational processes, to ensure consistency and efficiency.	# policies & regulations developed # level 3 business processes developed # level 3 sporting processes developed
SO11: Embrace Digital Technologies & Platforms	Creating a standard and interactive ecosystem that maximizes efficiency, expands reach, and enables the overall experience for athletes, fans, and partners. Using technology to enhance paralympic swimmers' & coach development and performance, through innovative digital solutions.	% readiness of enterprise IT infrastructure # of swimming aid/support technology solutions implemented % of business & sporting processes digitalized
SO12: Establish SPSP's Infrastructure & Swimming Facilities	Building accessible, state-of-the-art training venues that cater to paralympic swimming, while ensuring optimal resources, technologies, and coaching SPSP's ability to host national and international competitions.	% completion of SPSP head quarters establishment % readiness of primary paralympic swimming facility # partner paralympic swimming facilities
SO13: Recruit, Cultivate, Engage & Retain Brilliant Talents	Identifying, promoting athletes, coaches & support staff, providing tailored development programs, fostering meaningful engagement, and creating a supportive environment, while ensuring long-term commitment to SPSP and paralympic swimming.	# paralympic swimmers onboarded # coach to paralympic swimmer ratio # Workplace Happiness Index

83

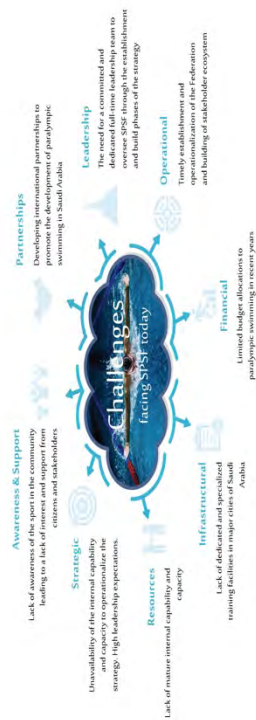
Enablers



Public Relations	Infrastructure	Technology	Partnerships
Designing and launching a comprehensive traditional, digital and social media campaign to promote paralympic swimming, while ensuring visibility at all levels is critical to SPSP's success. This will help in: • Building positive image and reputation • Increasing media awareness • Engaging stakeholders • Promoting events and competitions • Partnering with local and international media • Ensuring visibility and brand image support • Building relationships with other government and semi-government entities	Construction or acquisition of a purpose-built training and development facility for paralympic swimming, while ensuring visibility at all levels is critical to SPSP's success. This will help in: • Ability to host camps for talent development • Providing a high-quality world standard training environment • Held local events and competitions • Attract both regional and international athletes • Allow for rehabilitation therapy • Build collaboration with sport science experts & organizations • Support paralympic summer athletes and referees	Adoption of relevant sports technologies to aid in the training, support, development, and coaching of paralympic swimmers. This will aid in: • Talent identification and development • Customized training plans and conditioning • Monitoring of health, nutrition, well-being and recovery • Virtual coaching and training • Training collaboration and knowledge sharing • Fostering of sports science and research related to paralympic swimming	Establishing local, regional and international partnerships will help SPSP develop the necessary synergies to achieve its vision and contribute to the growth in the social stage significantly. Although the nature and scope of the partnership can vary, the partnerships with the following entities will be key: • Regional and international paralympic swimming federations • Non-profit, not-for-profit and charitable organizations • Trusts and endowment funds • Sports and recreation organizations • Special Disabled persons' educational institutions • Public private partnerships with organizations

84

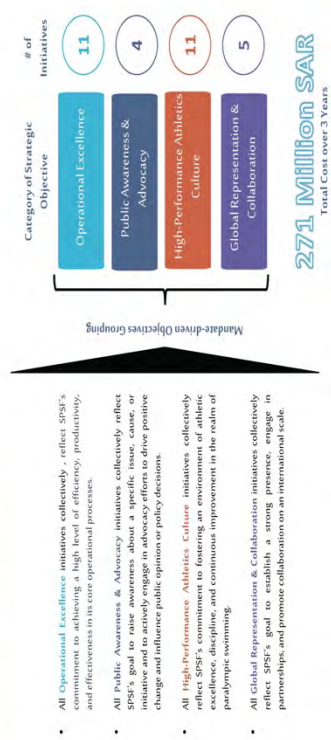
Challenges



Overall Risk Assessment



Initiative Grouping



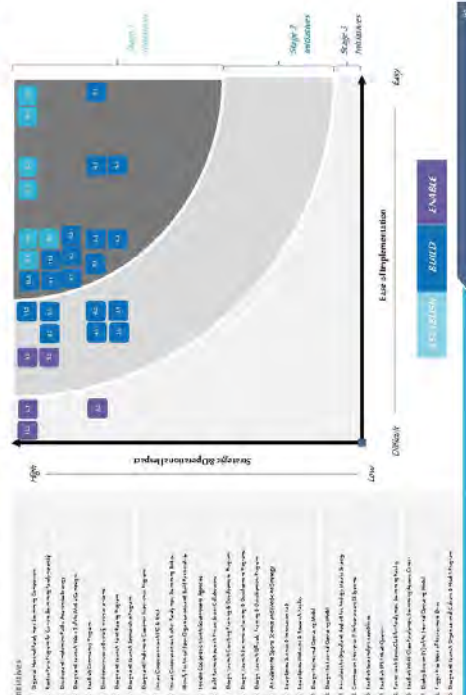
INITIATIVES



Strategic Initiatives

Strategic Objectives		Establishing and Building Years Initiatives (Years 1-3)	
1	Unleash a World-Class High-Performance Start-Up Ecosystem	Key Initiatives for the period 2018-2020: objective that will be achieved by the successful outcome of the other three strategic objectives in the 3-year strategy	
2	Empower Entrepreneurial Participation & Housing	1) Organize and implement Startup Ecosystem Program	2) Accelerate Startup Ecosystem Program
3	Enhance Public Awareness & Engagement	1) Develop and implement public awareness program	2) Develop and implement public awareness program
4	Enhance Start-Up Ecosystem Readiness	1) Develop and implement public awareness program	2) Develop and implement public awareness program
5	Deliver Accessible Services & Financial Services	1) Develop and implement public awareness program	2) Develop and implement public awareness program
6	Forge Partnerships with Global Sponsoring entities	1) Develop and implement public awareness program	2) Develop and implement public awareness program
7	Forge Collaborative Network (Public & Private Sector)	1) Develop and implement public awareness program	2) Develop and implement public awareness program
8	Accelerate Startups & Offshore Development & Excellence	1) Develop and implement public awareness program	2) Develop and implement public awareness program

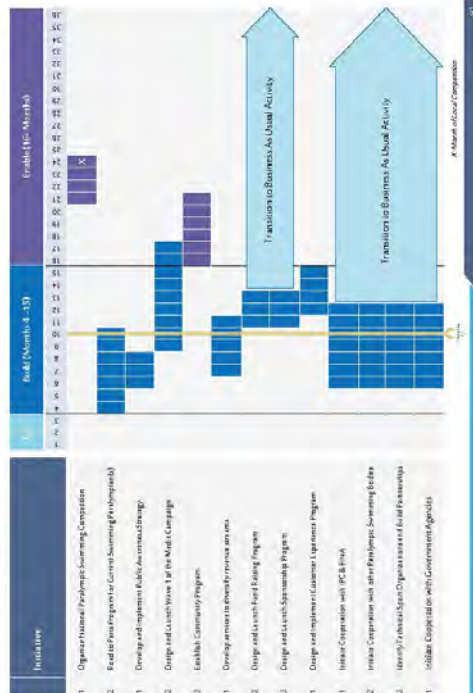
Initiative Prioritization

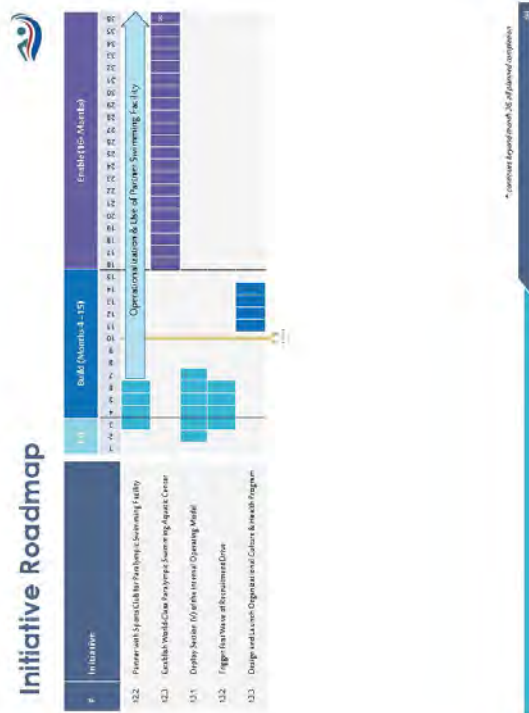
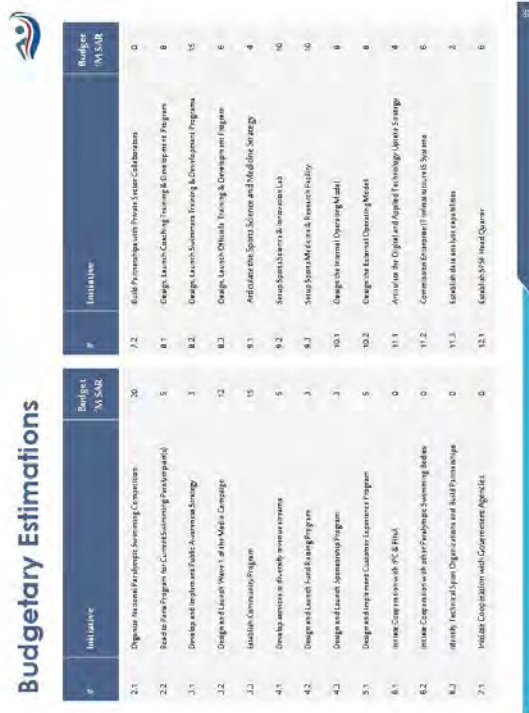
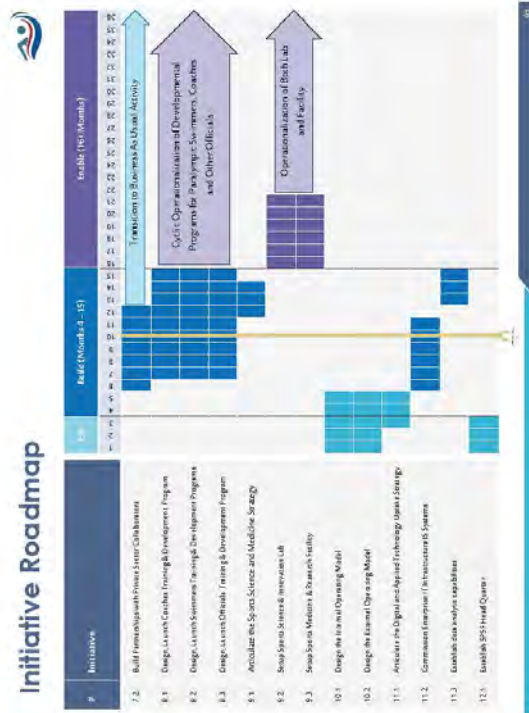


Strategic Initiatives

Strategic Objectives		Establishing and Building Years Initiatives (Years 1-3)	
1	Unleash a World-Class High-Performance Start-Up Ecosystem	Key Initiatives for the period 2018-2020: objective that will be achieved by the successful outcome of the other three strategic objectives in the 3-year strategy	
2	Empower Entrepreneurial Participation & Housing	1) Organize and implement Startup Ecosystem Program	2) Accelerate Startup Ecosystem Program
3	Enhance Public Awareness & Engagement	1) Develop and implement public awareness program	2) Develop and implement public awareness program
4	Enhance Start-Up Ecosystem Readiness	1) Develop and implement public awareness program	2) Develop and implement public awareness program
5	Deliver Accessible Services & Financial Services	1) Develop and implement public awareness program	2) Develop and implement public awareness program
6	Forge Partnerships with Global Sponsoring entities	1) Develop and implement public awareness program	2) Develop and implement public awareness program
7	Forge Collaborative Network (Public & Private Sector)	1) Develop and implement public awareness program	2) Develop and implement public awareness program
8	Accelerate Startups & Offshore Development & Excellence	1) Develop and implement public awareness program	2) Develop and implement public awareness program

Initiative Roadmap







 Strategic Initiative Carols

Initiative Card

Road to Paralympic Current Swimming Paralympic (S)

Initiative Name	Phase	For Further Resources	For Final or Complete	For Budget Required
Objective Code	Initiative Code	TRBO	7 Months	\$ Million SAR
SOC	INIT-2-2	TRBO		

Support and prepare current Paralympic swimmers for the upcoming Paris 2024 Paralympic Games. This initiative aims to provide para-olympic swimmers with the necessary activities and resources required training, and potential opportunities to excel themselves represent South Africa at the highest level, and achieve their best performance in the Paris Paralympic Games of 2024

Director Sports Development

All SPSF Leadership Team, SPSF Board and SOSC
All Stakeholder Groups, Paralympic Swimmers, Athlete Support, Competition Support Government & Non-Government Entities

HR and HRD, Collaboration Technical Sports Organization to Activate Training and Conditioning for Paralympic Swimmers

1. Trending and Recurrence Phases
2. Paralympic Swimmers Current State Assessment
3. Establishment of "Paralympic Swimming Camp"
4. Goal Setting and Identified Training Plan
5. Expert Coaching and Technical Analysis
6. Physical Conditioning, Nutrition & Medical Support and
7. Performance Monitoring and Competition Preparation
8. Communication and Public Awareness
9. Competition Participation
10. Post Competition Review

Swimming

High Level Key Activities



Strategic Initiative Cards

SO3: Elevate Public Awareness & Engagement

[illegible]

 Springer100400

SO4: Enhance SPSF's Financial Sustainability

Initiative Card

Initiative Name	Objective Code	Initiative Code	Phase	Est. Internal Resources	Est. Time to Complete	Est. Budget Required
Develop services to diversify revenue streams	S04	INT-4.1	Phase 1 Phase 2 Phase 3 Phase 4 Phase 5	TBD	5 Months	8 Million SAR
Expand the SDF's financial sustainability by introducing diverse revenue-generating services, ensuring continued support for paralympic swimmers, coaches, programs, and the overall development of the SDF's relative and initiatives						
Director Finance						
Director Sports Development, Director Finance, SDF Board, CEO, SDFC						
All Stakeholder Groups: Paralympic Swimmers, Athlete Support, Competition Support Government & Semi-Government Entities						
Financial Advisory / Management Consultancy to design the Services and Strategy						
1. Tendering and Procurement Process						
2. Service Level Agreement and Data Research						
3. Services and Pricing Model						
4. Feasibility Study and Financial Modeling						
5. Service Offering Selection and Development						
6. Pricing Strategy for Services						
7. State Board Approval						
8. Pilot Launch						
9. SDF Start Training and Development						
10. Feedback Collection and Analysis						
11. Monitoring and Optimization						
12. Completion of Internal and External Operating Model under Initiative 10.1 and 10.2						
For detail work with initiative 3.1						

Initiative Card

Initiative Name	Objective Code	Initiative Code	Phase	Est. Internal Resources	Est. Time to Complete	Est. Budget Required
Design and Launch Sponsorship Program for the Athletes, Events and SDF	S04	INT-4.3	Phase 1 Phase 2 Phase 3 Phase 4 Phase 5	TBD	3 Months	3 Million SAR
Establish an athlete sponsorship program that attracts private to paralympic swimmers, events, competitions, and the SDF, ensuring financial stability, visibility and mutual benefits while ensuring paralympic swimming and SDF's organizational goals						
Director Sports Development						
Director Sports Development, Director Finance, SDF Board, CEO, SDFC						
All Stakeholder Groups: Paralympic Swimmers, Athlete Support, Competition Support Government & Semi-Government Entities						
Financial Advisory / Management Consultancy to design the Sponsorship Program						
1. Tendering and Procurement Process						
2. Needs Assessment for Paralympic Swimmers, Events Competitions and the SDF to Determine Sponsorship Goals						
3. Value Proposition Development Showcasing the Benefit to the Sponsor and the Social Impact and High-Creat						
4. Identify Target Sponsors and Collaboration Opportunities						
5. Design Sponsorship Package and Commercial Proposals						
6. Outreach and Marketing						
7. Networking and Outreach with Potential Sponsors (Public and Private)						
8. Establish Online Presence for Sponsorship Program with Metrics, Benefits and Success Stories						
9. Launch the Sponsorship Program with Clear Call to Action						

Initiative Card

Initiative Name	Objective Code	Initiative Code	Phase	Est. Internal Resources	Est. Time to Complete	Est. Budget Required
Design and Launch Fundraising Program for the Athletes, Events and SDF	S04	INT-4.2	Phase 1 Phase 2 Phase 3 Phase 4 Phase 5	TBD	3 Months	3 Million SAR
Create a comprehensive fundraising program that attracts financial resources for paralympic swimmers, events, and the SDF, ensuring sustainable support for paralympic swimming initiatives, fostering growth and achieving SDF's organizational objectives						
Director Sports Development						
Director Sports Development, Director Finance, SDF Board, CEO, SDFC						
All Stakeholder Groups: Paralympic Swimmers, Athlete Support, Competition Support Government & Semi-Government Entities						
Financial Advisory / Management Consultancy to Design the Fundraising Program						
1. Tendering and Procurement Process						
2. Needs Assessment for Paralympic Swimmers, Events Competitions and the SDF to Determine Fundraising Goals						
3. Case Development Outlining the Impact of Contributions and Identifying Potential Fundraising Channels						
4. Develop and Refine Fundraising Strategy						
5. Design Fundraising Campaign						
6. Establish Online Presence for Fundraising of Donor Campaigns and Events						
7. Launch Fundraising Campaign						
8. Monitor Engagement and Fund Raising Campaign Launch/Progression with Clear Call to Action						



S05: Deliver Accessible Swimmers & Fan Centric Services

Initiative Card

Initiative Name					
Objective Code					
SOS	INT-5.1	Phase	Phase	Est. Term to Complete	Est. Budget Required
		Phase	Phase	4 Months	5 Million SAR
Strategic Initiative Goals					
Strategic Initiative Objectives					
Strategic Initiative Activities					
Strategic Initiative Results					
Strategic Initiative Risks					
Strategic Initiative Key Performance Indicators					
Strategic Initiative Deliverables					
Strategic Initiative Milestones					
Strategic Initiative Summary					
Strategic Initiative Notes					



Strategic Initiative Cards

SO6: Forge Partnerships with Global Sporting Entities

110

Initiative Card

Initiative Name					
Objective Code					
SOS	INT-6.1	Phase	Phase	Est. Term to Complete	Est. Budget Required
		Phase	Phase	7 Months	Internal Activity
Strategic Initiative Goals					
Strategic Initiative Objectives					
Strategic Initiative Activities					
Strategic Initiative Results					
Strategic Initiative Risks					
Strategic Initiative Key Performance Indicators					
Strategic Initiative Deliverables					
Strategic Initiative Milestones					
Strategic Initiative Summary					
Strategic Initiative Notes					

Initiative Card

Initiative Name					
Objective Code					
SOS	INT-6.2	Phase	Phase	Est. Term to Complete	Est. Budget Required
		Phase	Phase	7 Months	Internal Activity
Strategic Initiative Goals					
Strategic Initiative Objectives					
Strategic Initiative Activities					
Strategic Initiative Results					
Strategic Initiative Risks					
Strategic Initiative Key Performance Indicators					
Strategic Initiative Deliverables					
Strategic Initiative Milestones					
Strategic Initiative Summary					
Strategic Initiative Notes					

Initiative Card

Initiative Name	Initiative Code	Phase	Est. Internal Resources	Est. Term to Complete	Est. Budget Required
SO6	IN1-6.3	Phase 1	TBD	7 Months	Internal Activity
Objective for the Initiative	Establish global technical cooperation related to paralympic swimming that aims to leverage technical and operational support and expertise to enhance the SPG's operations, paralympic swimmer development, and overall contribution to the Saudi paralympic swimming sports landscape (physical, social, economical, legislative, ethical).				
Activities	Director Sports Engagement Director Sports Development, SPG Board, CEO, SOGC All Stakeholder Groups: Paralympic Swimmers, Athlete Support, Competition Support, Government & Semi-Government Entities, International Sports Organizations				
Assumptions and Considerations	None Required 1. Identify internal needs and requirements, in addition to benefits to be realized and value to be created 2. Identify & Research Potential Technical Sports Organizations 3. Develop Value Proposition and Engagement Strategy 4. Outreach and Negotiations 5. Contractual Agreements 6. Financial and Legal Review 7. Execution of Collaboration and Activation in Agreed upon Activities 8. Measurement and Feedback to Track Collaborations, Sponsorship and/or Partnership Impact 9. Engagement for Technical Services as needed on Agreement Basis 10. Support Strategic Initiatives 8 and 11.x 11. Transition Partnership Building Process to Business As Usual				

Initiative Card

Initiative Name	Initiative Code	Phase	Est. Internal Resources	Est. Term to Complete	Est. Budget Required
SO7	IN1-7.1	Phase 1	TBD	7 Months	Internal Activity
Objective for the Initiative	Establish cooperation that aims to leverage Saudi governmental support, resources, and expertise to enhance the SPG's operations, paralympic swimmer development, and overall contribution to the national aquatic landscape.				
Activities	Director Sports Engagement Director Sports Development, SPG Board, CEO, SOGC All Stakeholder Groups: Paralympic Swimmers, Athlete Support, Competition Support, Government & Semi-Government Entities, International Sports Organizations				
Assumptions and Considerations	None Required 1. Identify internal needs and requirements, in addition to benefits to be realized and value to be created 2. Identify & Research Potential Technical Sports Organizations 3. Develop Value Proposition and Engagement Strategy 4. Outreach and Negotiations 5. Contractual Agreements 6. Financial and Legal Review 7. Execution of Collaboration and Activation in Agreed upon Activities 8. Measurement and Feedback to Track Collaborations Impact 9. Engagement for Technical Services as needed on Agreement Basis 10. Support Strategic Initiatives 8 and 11.x 11. Transition Partnership Building Process to Business As Usual				



Strategic Initiative Cards

SO7: Foster Collaboration with Public & Private Sector

Initiative Card

Initiative Name	Initiative Code	Phase	Est. Internal Resources	Est. Term to Complete	Est. Budget Required
SO7	IN1-7.2	Phase 1	TBD	7 Months	Internal Activity
Objective for the Initiative	Establish mutually beneficial alliances with private sector partners. This partnership aims to secure additional resources, funding, sponsorship, expertise, and technological support to further the SPG's initiatives, athlete development, and overall growth within the sports ecosystem.				
Activities	Director Sports Engagement Director Sports Development, SPG Board, CEO, SOGC All Stakeholder Groups: Paralympic Swimmers, Athlete Support, Competition Support, Government & Semi-Government Entities, International Sports Organizations				
Assumptions and Considerations	None Required 1. Identify internal needs and requirements, in addition to benefits to be realized and value to be created 2. Identify & Research Potential Technical Sports Organizations 3. Develop Value Proposition and Engagement Strategy 4. Outreach and Negotiations 5. Contractual Agreements 6. Financial and Legal Review 7. Execution of Collaboration and Activation in Agreed upon Activities 8. Measurement and Feedback to Track Collaborations, Sponsorship and/or Partnership Impact 9. Engagement for Technical Services as needed on Agreement Basis 10. Support Strategic Initiatives 8 and 11.x 11. Transition Partnership Building Process to Business As Usual				



117

415

111

159



121



三

54

100



Strategic Initiative Cards

SO10: Institutionalize Business & Operational Processes

Initiative Card

[illegible]

SO11: Embrace Digital Technologies & Platforms

Initiative Card

Initiative Name	Accelerate the Digital and Applied Technology in Sports Uplift Strategy				
Objective Code	Initiative Code	Phase	Est. Internal Resources	Est. Time to Complete	Est. Budget Required
SO11	INITI-11	Phase 1	40 FTE	3 Months	4 Million SAR
Business Case	Maximize the transformation potential of technology to advance various aspects of paralympic swimming. This initiative capitalizes on the potential impact of digital and applied technology to enhance the swimming performance, manage operational risks, streamline business making, increase engagement, and administrative efficiency.				
Business Case	Director: Corporate Strategy, Director: Finance, Director: Sports Engagement, Director: Sports Development, SPB Board, SPB CLO				
Business Case	Outsourced Digital Transformation Consultancy Firm in Collaboration with Technical Support Organization				
Business Case	Initiative 10, 16, 10.2 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 257 258 259 260 261 262 263 264 265 266 267 268 269 270 271 272 273 274 275 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000 1001 1002 1003 1004 1005 1006 1007 1008 1009 1010 1011 1012 1013 1014 1015 1016 1017 1018 1019 1020 1021 1022 1023 1024 1025 1026 1027 1028 1029 1030 1031 1032 1033 1034 1035 1036 1037 1038 1039 1040 1041 1042 1043 1044 1045 1046 1047 1048 1049 1050 1051 1052 1053 1054 1055 1056 1057 1058 1059 1060 1061 1062 1063 1064 1065 1066 1067 1068 1069 1070 1071 1072 1073 1074 1075 1076 1077 1078 1079 1080 1081 1082 1083 1084 1085 1086 1087 1088 1089 1090 1091 1092 1093 1094 1095 1096 1097 1098 1099 1100 1101 1102 1103 1104 1105 1106 1107 1108 1109 1110 1111 1112 1113 1114 1115 1116 1117 1118 1119 1120 1121 1122 1123 1124 1125 1126 1127 1128 1129 1130 1131 1132 1133 1134 1135 1136 1137 1138 1139 1140 1141 1142 1143 1144 1145 1146 1147 1148 1149 1150 1151 1152 1153 1154 1155 1156 1157 1158 1159 1160 1161 1162 1163 1164 1165 1166 1167 1168 1169 1170 1171 1172 1173 1174 1175 1176 1177 1178 1179 1180 1181 1182 1183 1184 1185 1186 1187 1188 1189 1190 1191 1192 1193 1194 1195 1196 1197 1198 1199 1200 1201 1202 1203 1204 1205 1206 1207 1208 1209 1210 1211 1212 1213 1214 1215 1216 1217 1218 1219 1220 1221 1222 1223 1224 1225 1226 1227 1228 1229 1230 1231 1232 1233 1234 1235 1236 1237 1238 1239 1240 1241 1242 1243 1244 1245 1246 1247 1248 1249 1250 1251 1252 1253 1254 1255 1256 1257 1258 1259 1260 1261 1262 1263 1264 1265 1266 1267 1268 1269 1270 1271 1272 1273 1274 1275 1276 1277 1278 1279 1280 1281 1282 1283 1284 1285 1286 1287 1288 1289 1290 1291 1292 1293 1294 1295 1296 1297 1298 1299 1300 1301 1302 1303 1304 1305 1306 1307 1308 1309 1310 1311 1312 1313 1314 1315 1316 1317 1318 1319 1320 1321 1322 1323 1324 1325 1326 1327 1328 1329 1330 1331 1332 1333 1334 1335 1336 1337 1338 1339 1340 1341 1342 1343 1344 1345 1346 1347 1348 1349 1350 1351 1352 1353 1354 1355 1356 1357 1358 1359 1360 1361 1362 1363 1364 1365 1366 1367 1368 1369 1370 1371 1372 1373 1374 1375 1376 1377 1378 1379 1380 1381 1382 1383 1384 1385 1386 1387 1388 1389 1390 1391 1392 1393 1394 1395 1396 1397 1398 1399 1400 1401 1402 1403 1404 1405 1406 1407 1408 1409 1410 1411 1412 1413 1414 1415 1416 1417 1418 1419 1420 1421 1422 1423 1424 1425 1426 1427 1428 1429 1430 1431 1432 1433 1434 1435 1436 1437 1438 1439 1440 1441 1442 1443 1444 1445 1446 1447 1448 1449 1450 1451 1452 1453 1454 1455 1456 1457 1458 1459 1460 1461 1462 14				

Initiative Card

Initiative Name	Establish Data Analyst Capabilities				
Objective Code	Phase	Initiative Code	Est. Internal Resources	Est. Time to Complete	Est. Budget Required
SO11	INITI-11.3	Phase 1	TBD	3 Months	2 Million SAR
Business Case	Allow SPB to leverage data-driven insights to enhance athlete performance, strategic decision-making, and operational efficiency thereby ensuring the SPB's competitive edge in paralympic swimming by enhanced data driven engagement/insight.				
	Director: Corporate Strategy, Director: Finance, Director: Sports Engagement, Director: Sports Development, SPB Board, SPB CLO				
Business Case	Outsourced Digital, Advisory Firm, Solution Providers and Systems Integrators				
	Initiative 11.3 Establish Data Analyst Capabilities Phase 1 Phase 2 Phase 3 Phase 4 Phase 5 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 257 258 259 260 261 262 263 264 265 266 267 268 269 270 271 272 273 274 275 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000 1001 1002 1003 1004 1005 1006 1007 1008 1009 1010 1011 1012 1013 1014 1015 1016 1017 1018 1019 1020 1021 1022 1023 1024 1025 1026 1027 1028 1029 1030 1031 1032 1033 1034 1035 1036 1037 1038 1039 1040 1041 1042 1043 1044 1045 1046 1047 1048 1049 1050 1051 1052 1053 1054 1055 1056 1057 1058 1059 1060 1061 1062 1063 1064 1065 1066 1067 1068 1069 1070 1071 1072 1073 1074 1075 1076 1077 1078 1079 1080 1081 1082 1083 1084 1085 1086 1087 1088 1089 1090 1091 1092 1093 1094 1095 1096 1097 1098 1099 1100 1101 1102 1103 1104 1105 1106 1107 1108 1109 1110 1111 1112 1113 1114 1115 1116 1117 1118 1119 1120 1121 1122 1123 1124 1125 1126 1127 1128 1129 1130 1131 1132 1133 1134 1135 1136 1137 1138 1139 1140 1141 1142 1143 1144 1145 1146 1147 1148 1149 1150 1151 1152 1153 1154 1155 1156 1157 1158 1159 1160 1161 1162 1163 1164 1165 1166 1167 1168 1169 1170 1171 1172 1173 1174 1175 1176 1177 1178 1179 1180 1181 1182 1183 1184 1185 1186 1187 1188 1189 1190 1191 1192 1193 1194 1195 1196 1197 1198 1199 1200 1201 1202 1203 1204 1205 1206 1207 1208 1209 1210 1211 1212 1213 1214 1215 1216 1217 1218 1219 1220 1221 1222 1223 1224 1225 1226 1227 1228 1229 1230 1231 1232 1233 1234 1235 1236 1237 1238 1239 1240 1241 1242 1243 1244 1245 1246 1247 1248 1249 1250 1251 1252 1253 1254 1255 1256 1257 1258 1259 1260 1261 1262 1263 1264 1265 1266 1267 1268 1269 1270 1271 1272 1273 1274 1275 1276 1277 1278 1279 1280 1281 1282 1283 1284 1285 1286 1287 1288 1289 1290 1291 1292 1293 1294 1295 1296 1297 1298 1299 1300 1301 1302 1303 1304 1305 1306 1307 1308 1309 1310 1311 1312 1313 1314 1315 1316 1317 1318 1319 1320 1321 1322 1323 1324 1325 1326 1327 1328 1329 1330 1331 1332 1333 1334 1335 1336 1337 1338 1339 1340 1341 13				

Initiative Card

Initiative Name	Communication Enterprise IT/IS Infrastructure and Systems			
Objective Code	Phase	Est. Internal Resources	Est. Time to Complete	Est. Budget Required
SO11	INIT-11.2	Phase 1	3 Months	5 Million SAR
Business Case	This initiative recognizes the critical role that technology plays in efficiently managing various data, competition logistics, training programs, and administrative processes by commissioning advanced IT systems, the SPB aims to enhance data accuracy, streamline operations, improve decision-making, and provide a solid foundation to support the success of paralympic swimming.			
Business Case	Director: Corporate Strategy, Director: Finance, Director: Sports Engagement, Director: Sports Development, SPB Board, SPB CLO			
Business Case	Outsourced Solution Providers and Systems Integrators			
Business Case	1. Vendor Evaluation and Request Review 2. Tending and Procurement Process 3. Review output from Initiative 11.1 and 11.2 for the Operating Model Section Technology & IT (as mentioned in Slide 103), State and SPB Strategy 4. Leadership and Subordinate Engagement 5. Technology and Business Alignment 6. Technology and Business Alignment 7. Digital and Applied Sports Technology Strategy Initiation 8. Use Cases & Feasibility for Applied Technology in Sports 9. Vendor and Solution Recommendation 10. Activation of Collaboration with external Partners under Initiative 10, 16, 10.2 11. Knowledge Transfer Hardware and Project Closure.			



SO12: Establish SPB's Infrastructure & Swimming Facilities

100

SO13: Recruit, Cultivate, Engage & Retain Brilliant Talents

Initiative Card

Initiative Name	Initiative Code	Phase	Est. Internal Resources	Est. Time to Complete	Est. Budget Required
Deploy Section (V) of the Internal Operating Model (see slide 209)	INT-13.1	Initiation	TBD	6 Months	2 Million SAR
Rationale for the Initiative	SO13	Owner	Director, Business Enablement		
Streamline organizational structure, define clear roles, foster employee, paralympic swimmers, coaches and support staff growth, and enhance engagement, ensuring effective governance, efficient operations, and achieving workforce within SPSC.		Stakeholder(s)	Director, Corporate Integrity, Director, Finance, Director, Sports Engagement, Director, Sports Development, SPSC Board, SPSC CIO, SPSC Internal Audit		
Initiative Prioritization		Scoping	Outsourced Operationalization Partner		
		High Level Key Activities	- Tendering and Procurement Process - Provisioning of Operational Support for 5 Months to the Director of Business Enablement and the CEO to Rollout Section (V) of the Operating Model Related to (as mentioned in Slide 209): - Organization structure - Roles and responsibilities - Job descriptions - Management Plan - Competency Dictionary - Grading Scale - Handover to Newly recruited FTEs in Wave1 of the Recruitment Drive		
Assumptions and Dependencies			Internal Operating Model Design Progress under Initiative 10.1		

Initiative Card

Initiative Name	Initiative Code	Phase	Est. Internal Resources	Est. Time to Complete	Est. Budget Required
Design and Launch Organizational Culture & Health Program	INT-13.3	Initiation	TBD	4 Months	4 Million SAR
Rationale for the Initiative	SO13	Owner	Director, Business Enablement		
Foster a supportive and inclusive work environment, enhancing staff, paralympic swimmers, coaches and other officials' well-being, engagement, and overall organizational effectiveness to deliver on the set goals.		Stakeholder(s)	Director, Corporate Integrity, Director, Finance, Director, Sports Engagement, Director, Sports Development, SPSC Board, SPSC CIO, SPSC		
Initiative Prioritization		Scoping	Outsourced Program Design and Operationalization by Consultancy Firm		
		High Level Key Activities	- Tendering and Procurement Process - Review Output from Internal Operating Model Section (V) Subsection Technology & IT (as mentioned in Slide 209) - Review Output from Initiative 11.1 - Arabic State Analysis and To-Be State Design - Leadership and Stakeholder Engagement - Program and Design and Operationalization Initiatives - Design of Measures and Metrics - Governance, Workflow, Process, Procedures Integration - Platform/IS Deployment - SPSC Staff Training and Knowledge Transfer - Program Launch and Rollout		
Assumptions and Dependencies			Formation of the SPSC Board and Hiring, Completion of all 11.2 Positions Commissioned Enterprise IT Infrastructure and IS Systems under Initiative 11.2		

Initiative Card

Initiative Name	Initiative Code	Phase	Est. Internal Resources	Est. Time to Complete	Est. Budget Required
Trigger First Wave of Recruitment Drive	INT-13.2	Initiation	TBD	4 Months	2 Million SAR
Rationale for the Initiative	SO13	Owner	Director, Business Enablement		
Attract diverse and skilled talent, expanding the paralympic swimmer pool, coaching team, and support staff, thereby accelerating the SPSC's journey towards paralympic swimming excellence and wider participation in swimming events.		Stakeholder(s)	Director, Corporate Integrity, Director, Finance, Director, Sports Engagement, Director, Sports Development, SPSC Board, SPSC CIO		
Initiative Prioritization		Scoping	Outsourced Human Resources Business Partner		
		High Level Key Activities	- Tendering and Procurement Process - Provide Job Descriptions and Positions to Partner - Shortlist and Interview Candidates - Issue Offer Letters - Onboard New Staff Members		
Assumptions and Dependencies			Internal and External Operating Model Design Progress under Initiative 10.1 & 10.2 Start of Initiative 13.1		





141

14967671

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
SOT	KPI-1.4	# of male paralympic swimmers in top 20	Number of male paralympic swimming athletes who are ranked globally in the top 20
Purpose: Measure the improvement and progress of the South Paralympic Swimming Federation (SPS) in terms of its competitive strength and quality of its paralympic swimmers in the global range of Paralympic swimming.			
KPI Description: Sporting Community			
Objectives: Measure South African High Performance South Paralympic Swimming Team			
Related Initiative: None directly attributable			
Organisational Area: Corporate			
KPI Owner: CEO			
Core Competence: Manager, Digital Enablement & Applied Technology			
KPI Status: Under Approval / Inactive			
Measurement Period: 2020-2021			
Target: 100			
Actual: 100			
Score: 100			
Rating: 100			
Comments: 100			

148

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
SCT	KPI-1.8	% of participants of international competitions topped	Percentage of competition where South African athletes at the top of the ranking table
Purpose: Measure the improvement and progress of the South Paralympic Swimming Federation (SPS) in terms of its competitive standing on the global stage of Paralympic swimming events.			
Sporting Community			
Measures World-Class High Performance and Paralympic Swimming Team			
None directly attributable			
Corporate			
CEO			
Manager, Digital Enablement & Applied Technology			
Under Approval / Inactive			
Measurement Period: 2020-2021			
Target: 100			
Actual: 100			
Score: 100			
Rating: 100			
Comments: 100			

149

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
SOT	KPI-1.5	# of female paralympic swimmers in top 20	Number of female paralympic swimming athletes who are ranked globally in the top 20
Purpose: Measure the improvement and progress of the South Paralympic Swimming Federation (SPS) in terms of its competitive strength and quality of its paralympic swimmers in the global range of Paralympic swimming.			
KPI Description: Sporting Community			
Objectives: Measure South African High Performance South Paralympic Swimming Team			
Related Initiative: None directly attributable			
Organisational Area: Corporate			
KPI Owner: CEO			
Core Competence: Manager, Digital Enablement & Applied Technology			
KPI Status: Under Approval / Inactive			
Measurement Period: 2020-2021			
Target: 100			
Actual: 100			
Score: 100			
Rating: 100			
Comments: 100			

148



Key Performance Indicator Cards

SO2: Promote Inclusive Event/Competition Participation & Hosting

148

120

191

Key Performance Indicator Cards

1992140100

157190

1998



Key Performance Indicator Cards

Line

140100

Key Performance Indicator Cards

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
S06	KPI-5.1	# of organizational systems participated in with IOC and TNA	Number of non-sporting events SPT had participated with IOC and TNA (e.g. meetings, forums, panels etc.)
Purpose	Track the SPT's contribution and engagement with international stakeholders and bodies governing bodies, governments, and local partners, share outcomes in global sports forums. Measure SPT's ability to establish partnerships and collaborations with global sports organizations, enhancing international presence and influence in partnership working.		
Impact	Strategic Impact	Outcomes	Quantitative
Indicators	Indicators	Indicators	Indicators
Business Process	Business Process	Business Process	Business Process
Operational	Operational	Operational	Operational
Financial	Financial	Financial	Financial
Organizational Data	Organizational Data	Organizational Data	Organizational Data
Key Outcome	Key Outcome	Key Outcome	Key Outcome
Core Competence	Core Competence	Core Competence	Core Competence
Key Outcome	Key Outcome	Key Outcome	Key Outcome

100

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
S06	KPI-5.3	# partnerships with sports technical support organizations	Number of agreements signed with sports technical support organizations
Purpose	Monitor the SPT's network of collaborations with specialist entities, contributing to partnership working and engagement, sharing expertise and performance opportunities in partnership working. Measure SPT's ability to establish partnerships and collaborations with sports technical support organizations.		
Impact	Strategic Impact	Outcomes	Quantitative
Indicators	Indicators	Indicators	Indicators
Business Process	Business Process	Business Process	Business Process
Operational	Operational	Operational	Operational
Financial	Financial	Financial	Financial
Organizational Data	Organizational Data	Organizational Data	Organizational Data
Key Outcome	Key Outcome	Key Outcome	Key Outcome
Core Competence	Core Competence	Core Competence	Core Competence
Key Outcome	Key Outcome	Key Outcome	Key Outcome

100

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
S07	KPI-6.2	# activation agreements signed with international federations	Number of international agreements signed by SPT with other paralympic federations or organizations globally
Purpose	Monitor SPT's ability to establish partnerships and collaborations with global sports organizations, enhancing international presence and influence in partnership working. Measure SPT's ability to establish partnerships and collaborations with global sports organizations, enhancing international presence and influence in partnership working.		
Impact	Strategic Impact	Outcomes	Quantitative
Indicators	Indicators	Indicators	Indicators
Business Process	Business Process	Business Process	Business Process
Operational	Operational	Operational	Operational
Financial	Financial	Financial	Financial
Organizational Data	Organizational Data	Organizational Data	Organizational Data
Key Outcome	Key Outcome	Key Outcome	Key Outcome
Core Competence	Core Competence	Core Competence	Core Competence
Key Outcome	Key Outcome	Key Outcome	Key Outcome

100



Key Performance Indicator Cards

S07: Foster Collaboration with Public & Private Sector

100

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
S07	KPI-2.1	# activation agreements signed with government agencies	Number of activation agreements signed with government entities in Saudi Arabia
Proposed		Measure the SPS's success in building formal collaborations and partnerships with Saudi government bodies, ensuring support resources, knowledge, and recognition for performance-improving initiatives	
KPI Description		Business Process	Initiate, Develop, Monitor, Evaluate, Report
Director		Business Process	Initiate, Develop, Monitor, Evaluate, Report
Related Initiative		Director 2.1	Initiate, Develop, Monitor, Evaluate, Report
Organizational Role		Sports Engagement – Local Partnerships	Initiate, Develop, Monitor, Evaluate, Report
KPI Owner		Director, Sports Engagement	Initiate, Develop, Monitor, Evaluate, Report
Core Contributor		Manager, Digital Enablement & Applied Technology	Initiate, Develop, Monitor, Evaluate, Report
KPI Status		Under Approval / Inactive	Under Approval / Inactive

165

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
S07	KPI-2.3	# partnership agreements signed with private sector	Number of partnership agreements signed with private sector in Saudi Arabia
Proposed		Measure the SPS's success in building collaborations with private companies, ensuring support resources and recognition for performance-improving initiatives	
KPI Description		Business Process	Initiate, Develop, Monitor, Evaluate, Report
Director		Business Process	Initiate, Develop, Monitor, Evaluate, Report
Related Initiative		Director 2.2	Initiate, Develop, Monitor, Evaluate, Report
Organizational Role		Sports Engagement – Local Partnerships	Initiate, Develop, Monitor, Evaluate, Report
KPI Owner		Director, Sports Engagement	Initiate, Develop, Monitor, Evaluate, Report
Core Contributor		Manager, Digital Enablement & Applied Technology	Initiate, Develop, Monitor, Evaluate, Report
KPI Status		Under Approval / Inactive	Under Approval / Inactive

171

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
S07	KPI-2.2	# activation agreements signed with academic institutions	Number of activation agreements signed with academic institutions in Saudi Arabia
Proposed		Measure the SPS's success in building collaborations with academic institutions, ensuring support resources and recognition for performance-improving initiatives	
KPI Description		Business Process	Initiate, Develop, Monitor, Evaluate, Report
Director		Business Process	Initiate, Develop, Monitor, Evaluate, Report
Related Initiative		Director 2.1	Initiate, Develop, Monitor, Evaluate, Report
Organizational Role		Sports Engagement – Local Partnerships	Initiate, Develop, Monitor, Evaluate, Report
KPI Owner		Director, Sports Engagement	Initiate, Develop, Monitor, Evaluate, Report
Core Contributor		Manager, Digital Enablement & Applied Technology	Initiate, Develop, Monitor, Evaluate, Report
KPI Status		Under Approval / Inactive	Under Approval / Inactive

175



Key Performance Indicator Cards

S08: Accelerate Swimmers & Officials Development & Excellence

172

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
S08	KPI-3.1	% average improvement in swimmer's personal best times	Percentage improvement of para-swimmers' personal best times as an average across the divided high-performance remains
Proposed	Quantify the overall progress and performance enhancement of para-swimmers through the effectiveness of training programs, including, athlete development, sports science and sports medicine remains.		
KPI Description	Evaluation Formula Strategic Impact Scope Outcomes Measure Type Quotative Risk Status High Data Collection Period Monthly S-Days 5 Days	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Director	Accountability Framework Initiatives Program Reports Sports Development & Support (LMA) System	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Related Initiative	Director 3.1.2, 3.3.1, 3.3.2, 3.3.3, 3.3.4, 3.3.5, 3.3.6, 3.3.7, 3.3.8, 3.3.9, 3.3.10, 3.3.11, 3.3.12, 3.3.13, 3.3.14, 3.3.15, 3.3.16, 3.3.17, 3.3.18, 3.3.19, 3.3.20, 3.3.21, 3.3.22, 3.3.23, 3.3.24, 3.3.25, 3.3.26, 3.3.27, 3.3.28, 3.3.29, 3.3.30, 3.3.31, 3.3.32, 3.3.33, 3.3.34, 3.3.35, 3.3.36, 3.3.37, 3.3.38, 3.3.39, 3.3.40, 3.3.41, 3.3.42, 3.3.43, 3.3.44, 3.3.45, 3.3.46, 3.3.47, 3.3.48, 3.3.49, 3.3.50, 3.3.51, 3.3.52, 3.3.53, 3.3.54, 3.3.55, 3.3.56, 3.3.57, 3.3.58, 3.3.59, 3.3.60, 3.3.61, 3.3.62, 3.3.63, 3.3.64, 3.3.65, 3.3.66, 3.3.67, 3.3.68, 3.3.69, 3.3.70, 3.3.71, 3.3.72, 3.3.73, 3.3.74, 3.3.75, 3.3.76, 3.3.77, 3.3.78, 3.3.79, 3.3.80, 3.3.81, 3.3.82, 3.3.83, 3.3.84, 3.3.85, 3.3.86, 3.3.87, 3.3.88, 3.3.89, 3.3.90, 3.3.91, 3.3.92, 3.3.93, 3.3.94, 3.3.95, 3.3.96, 3.3.97, 3.3.98, 3.3.99, 3.3.100	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Organizational Role	Sports Development High Performance Group	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
KPI Owner	Director: Sports Development Manager: Digital Engagement & Applied Technology	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Current Status	Under Approval / Inactive	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
KPI Status	Green / Threshold 75-80%	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	

174

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
S08	KPI-3.3	% swimming coaches progressing in level sports pathway	Percentage of coaches who have passed current stage of their development pathway
Proposed	Measure the successful advancement, and retention of coaches through encouragement of the effectiveness of training programs, including, athlete development, sports science and sports medicine remains.		
KPI Description	Evaluation Formula Strategic Impact Scope Outcomes Measure Type Quotative Risk Status High Data Collection Period Monthly S-Days 5 Days	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Director	Accountability Framework Initiatives Program Reports Sports Development & Support (LMA) System	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Related Initiative	Director 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, 3.12, 3.13, 3.14, 3.15, 3.16, 3.17, 3.18, 3.19, 3.20, 3.21, 3.22, 3.23, 3.24, 3.25, 3.26, 3.27, 3.28, 3.29, 3.30, 3.31, 3.32, 3.33, 3.34, 3.35, 3.36, 3.37, 3.38, 3.39, 3.40, 3.41, 3.42, 3.43, 3.44, 3.45, 3.46, 3.47, 3.48, 3.49, 3.50, 3.51, 3.52, 3.53, 3.54, 3.55, 3.56, 3.57, 3.58, 3.59, 3.60, 3.61, 3.62, 3.63, 3.64, 3.65, 3.66, 3.67, 3.68, 3.69, 3.70, 3.71, 3.72, 3.73, 3.74, 3.75, 3.76, 3.77, 3.78, 3.79, 3.80, 3.81, 3.82, 3.83, 3.84, 3.85, 3.86, 3.87, 3.88, 3.89, 3.90, 3.91, 3.92, 3.93, 3.94, 3.95, 3.96, 3.97, 3.98, 3.99, 4.00	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Organizational Role	Sports Development High Performance Group	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
KPI Owner	Director: Sports Development Manager: Digital Engagement & Applied Technology	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Current Status	Under Approval / Inactive	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
KPI Status	Green / Threshold 75-80%	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	

175

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
S09	KPI-3.2	% para-swimmers progressing in development pathway	Percentage of para-swimmers who have passed current stage of their development pathway
Proposed	Measure the successful advancement, and retention of para-swimmers through encouragement of the effectiveness of training programs, including, athlete development, sports science and sports medicine remains.		
KPI Description	Evaluation Formula Strategic Impact Scope Outcomes Measure Type Quotative Risk Status High Data Collection Period Monthly S-Days 5 Days	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Director	Accountability Framework Initiatives Program Reports Sports Development & Support (LMA) System	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Related Initiative	Director 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, 3.12, 3.13, 3.14, 3.15, 3.16, 3.17, 3.18, 3.19, 3.20, 3.21, 3.22, 3.23, 3.24, 3.25, 3.26, 3.27, 3.28, 3.29, 3.30, 3.31, 3.32, 3.33, 3.34, 3.35, 3.36, 3.37, 3.38, 3.39, 3.40, 3.41, 3.42, 3.43, 3.44, 3.45, 3.46, 3.47, 3.48, 3.49, 3.50, 3.51, 3.52, 3.53, 3.54, 3.55, 3.56, 3.57, 3.58, 3.59, 3.60, 3.61, 3.62, 3.63, 3.64, 3.65, 3.66, 3.67, 3.68, 3.69, 3.70, 3.71, 3.72, 3.73, 3.74, 3.75, 3.76, 3.77, 3.78, 3.79, 3.80, 3.81, 3.82, 3.83, 3.84, 3.85, 3.86, 3.87, 3.88, 3.89, 3.90, 3.91, 3.92, 3.93, 3.94, 3.95, 3.96, 3.97, 3.98, 3.99, 4.00	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Organizational Role	Sports Development High Performance Group	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
KPI Owner	Director: Sports Development Manager: Digital Engagement & Applied Technology	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
Current Status	Under Approval / Inactive	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	
KPI Status	Green / Threshold 75-80%	* Aggregate average of (personal best times) across one period – personal best times in current period / personal best times in current period) x 100	

176



Key Performance Indicator Cards

S09: Vitalize Sports Science & Medicine Excellence

176

1977170170

Key Performance Indicator Cards

1997

102

東

100



Key Performance Indicator Cards

1001/60

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
S013	KPI-13.1	# paralympic swimmers onboarded	Number of new paralympic swimmers onboarded in the swimming programs
Purpose	Measure the effectiveness of the federation's recruitment and inclusion efforts, reflecting the successful integration of new swimmers into the paralympic swimming program		
BSC Perspective	Organizational Development	Calculation Formula	= sum of new paralympic swimmers onboarded
Objective	Recruit, Cultivate, Engage & Retain Brilliant Talents	Level	Strategic
Related Initiative	Direct B.2, 3.3	Indicator Type	Lagging
Organizational Area	Business Enablement - Human Capital	Impact Stage	Outcome
		Baseline Value	Quarterly
		Year 1 Target	Monthly
		Year 2 Target	Yearly
KPI Owner	Director, Business Enablement	Good Trend Index	5 Days
Data Calculation	Manager, Digital Enablement & Applied Technology	Good Trend Index	Increasing
KPI Status	Under Approval / Inactive	Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD
		Year 2 Target	TBD
		Good Trend Index	TBD

130

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description			
S013	KPI-13.3	# Workplace Happiness Index	Index for happiness in the SPSE work environment			
Purpose	Measure and gauge the overall job satisfaction, well-being, and morale of staff, coaches and paratrophic members within the SPSE, ensuring a positive work environment, productivity and organizational success.					
BSC Perspective	Organizational Development	Calculation Formula	Strategic	Impact Scope	Outcome Measure Type	
		Level	Lagging	Direct Exposure Period	Capstone Lead Time	
Objective	Recruit, Cultivate, Engage & Retain Brilliant Talents	Indicator Type	Initiative Program Reports			
		Data Source	Systems Enterprise Project Management (EPM) System			
Related Initiative	Direct: S.1, R.1, R.2, R.3, L3.3	Baseline Value	N/A	Year of Measurement	Good Trend Index	
Organizational Area	Business Enablement - Human Capital	Year 1 Target	TBD	Year 2 Target	Year 3 Target	
KPI Owner	Director, Business Enablement	Establishment Year Performance Target Breakdown				
Data Calculation	Manager, Digital Enablement & Applied Technology	M1	M2	M3	M4	
		TBD	TBD	TBD	TBD	
KPI Status	Under Approval / Inactive	Active Threshold			Good Threshold	
		>95%	85-94%	<85%	<85%	

130

Key Performance Indicators



Objective Code	KPI Code	KPI Name	KPI Description
S013	KPI-13.2	# coach-to-paralympic swimmer ratio	Number of coaches to swimmers
Purpose	Assess the balance and adequacy of coaching resources relative to the number of paralympic swimmers, ensuring personalized attention, effective training and athlete development.		
BSC Perspective	Organizational Development	Impact Stage	Outcome
		Strategic	Monthly
		Lagging	Quarterly
Objective	Recruit, Cultivate, Engage & Retain Brilliant Talents	Indicator Type	Measure Type
Related Initiative	Direct R.1, R.3	Baseline Value	Good Trend Index
Organizational Area	Business Enablement - Human Capital	Year 1 Target	Increasing
		Year 2 Target	TBD
KPI Owner	Director, Business Enablement		
Data Calculation	Manager, Digital Enablement & Applied Technology		
KPI Status	Under Approval / Inactive		

131





Classification and Classes

205

Classifications

S	• Freestyle • Butterfly • Backstroke	S1-S10: Physical Impairment S11-13: Vision Impairment S14: Intellectual Impairment
	• Breaststroke	SB1-SB9: Physical Impairment SB11-13: Vision Impairment SB14: Intellectual Impairment
	• Individual Medley	SM1-SM10: Physical Impairment <i>Rest calculated from S & SB</i>



207

Eligible Impairments



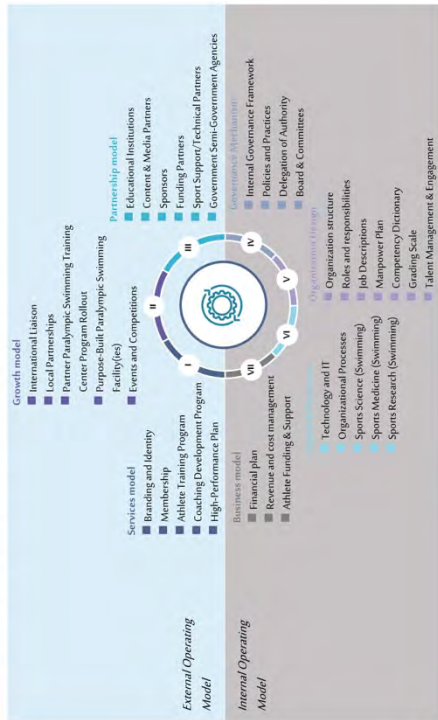
206



Activities for operationalization of SPSF

208

What Needs to be Done



209

Our Advisory Team



Omar Mustafa Strategy Saudi Arabia / Australia	Rehna Syedah Business Analysis Australia	Tehama Ali Financial Planning Australia	Muhammad Hamiz Digital & Data Germany	Asha Mustaq Organizational Psychology Germany
19 Years Experience	2 Years Experience	9 Years Experience	10 Years Experience	9 Years Experience
Education in Technology (E-commerce) National Science Foundation (NSF) Education (Energy) E-Commerce	Food & Beverage Hospitality	Lighting Food & Beverage Hospitality	Marketing (Education) Renewable Energy (Photovoltaic) Fashion Technology	Qualification (Security & Economics) Administration Technology
Diploma in Business Leadership Diploma in Business Administration Bachelor in Business Administration Bachelor in Software Development	Bachelor of Business	Master in Professional Accounting Bachelor in Business Administration Bachelor in Logistics & Supply Chain Certificate in Logistics & Supply Chain	Master in Corporate Science Bachelor in Corporate Science Bachelor in Psychology	Master of Philosophy in Industrial & Organizational Psychology Bachelor in Psychology Bachelor in Psychology
Senior Partner	Junior Analyst	Financial Planning Consultant	Technology Consultant	Workforce Planning Consultant

210



PRC CONSULTANCY
Omar Mustafa Sr. Partner
+61 431 931 494
omustaf@prc-consultancy.com
Unit 210, 12 William Street, Ultimo, Sydney
New South Wales 2007, Australia

6. House of Wishes

Material Type(s)

	Written articles in refereed and non-refereed journals.		Corporate/strategic plans.
	Authored books and book chapters.		Leadership development programs.
	Composed electronic web documents.		Submissions to government.
	Addresses at meetings (e.g., to Conferences, Board meetings, shareholders meetings).		Professional development workshops
	Public lectures.		Leadership reports.
	Presentations as a guest speaker in professional societies or community organisation meetings.		Leadership evaluations.
	Articles in newsletters and magazines.		Annual reports indicating contributions of the DBL participant
	Performance agreements and management plans.		Research reports
	Corporate policy documents.	6.1	Other <i>Pitch to Investors</i>

Material Overall Brief

The material(s) presented herein are related to the work of the researcher from January 2021 till present times as a co-founder of a person-to-person e-commerce mobile application, 'iWish.'

The material(s) included are briefed hereunder:

6.1

A detailed pitch (based on Y-Combinator format) to investors was developed by the researcher and is being pitched to various angel investors in Silicon Valley and in Saudi Arabia. The technology start-up was initially funded by founder's bootstrapping from which, the application was designed, developed, assessed, piloted and basic back-office operations established. Seed investment is now being sought for the regional launch of the application and the operationalization of its headquarters in Saudi Arabia.

I. Pitch Deck to Investors



iWish Pitch Deck

Introduction

“Make the World
Your Shopping
Mall”



“A cloud-based marketplace application platform that pairs up local shoppers who want to buy specific products from non-local markets but don't have the luxury to travel and local travelers at various destinations who want to monetize their unused luggage allowance or residents in target cities/countries looking to forge an extra income source with a social media touch”

Contents



Introduction	03
Traction / Metrics	09
Challenges to Growth	13
Market	15
Future States	20
Competitive Landscape	22
Our Team	25
Use of Funds	28
FAQs	30
iWish Wireframes	31

What problem is iWish targeting?

Saudi Arabia today leads the region in e-commerce, countless users fall victim to counterfeit products, fraudulent platforms, diligently executed scams or simply have their privacy compromised. Why? All because a particular product that they wanted at a given time was not available to them locally in store, on an e-commerce marketplace, or online on the brand's website. This problem is not unique to Saudi Arabia locally or to the GCC regionally, it is a dilemma that is faced by millions of people around the world.

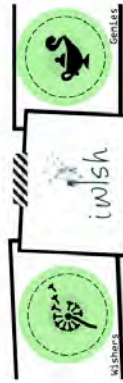
(cont'd)



How do we solve the problem?

With Wish, we bring together, seamlessly, both Wishers (buyers) and Genies (sellers) on a unified mobile platform. With Wish not only facilitating the transactions, but most importantly, building trust between them, by eliminating the very need for it.

(cont'd)



For the **Wishers (buyers)**, getting their wish granted (product demanded) is as simple as posting a wish on the platform, negotiating the best price and delivery terms with a handful of genies (sellers) who have shown interest from around the world, transferring the deal value to Wish for safekeeping in an escrow, till their wish is granted, and finally receiving the wish via the chosen mode of delivery at a time and location suited to them.

(cont'd)

For the **Genies (sellers)**, earning extra income is as simple as posting a location on the platform, whether it is a city that they reside in or plan on visiting selecting a wish or wishes that they want to grant and negotiating prices and delivery terms, purchasing the wish (product demanded) and delivering it either in person or via courier to the wisher (buyer), and finally getting the escrowed amount by Wish, released and deposited to their bank account.

How does solving the problem change behavior and make us money?

Wish is in a position to attract users based on three core value propositions:

First and foremost is the fact that escrowing financial transactions will secure the money for both the buyer and seller in a digital world, virtually eliminating fraud.

Secondly, the feature of the platform to be buyer driven rather than seller driven allowing the buyer to acquire the required product from anywhere around the world at a price and place suited to them.

Finally, allowing the non-users to become sellers and establish additional revenue streams without going through the process of establishing storefronts physically or digitally.

(cont'd)

Scale of the Opportunity



The Total Addressable Market (TAM) for e-commerce globally in 2021 is valued at 5.2 T USD and is forecasted to grow by 56% over the next five years to 8.1 T USD.

(cont'd)

Revenue Drivers	Traction				Traction to Date		Main Metrics
	Active Users on Platform	Deals Closed to Date	Value of Deals Closed				
	95	02	\$2k				
	Marketing Spend in 2022	Customer Acquisition Cost	User Base Countries				
	\$20k	\$210	10				(cont'd)
We have six possible revenue drivers from which, in the launch phase we are considering only two: percentage from transaction value, advertisement revenue from In-App advertisements For Revenue Driver 1 based on percentages from transactional value, we have a tier bracket with variable percentages to be charged, which starts at 10% for transactions up to 270 USD in value and drops to 7% for transactions valued at 2,701 USD and above. For Revenue Driver 2 based on advertisement revenue from In-App advertisements, we plan to charge 1,305 USD per ad in the first three years and then increasing to 2,025 USD in the next two years. Other revenue drivers include fixed fee from ID verification of users, fixed fee from featured profiles, percentage transaction value from digital gift cards and fixed fee from business enrolments.							
The Service Addressable Market (SAM) for e-commerce in Saudi Arabia only in 2022 is valued at 11.9 B USD and a CAGR of 19.51% with the average spends per user for being 466.29 USD as earmarked in 2021. This market can be broken down into the following categories: Beverages & Food (~4%), Beauty & Health (~20%), Fashion (~32%), Electronics (~30%), Furniture (~3%), Media (~2%), Toys & Hobbies (~9%).							

Challenges to Growth

- 1 The core challenge and our current burning platform is funding, which has given rise to the other three challenges as well.
- 2 Attracting, engaging, and retaining the top tech talent.
- 3 Kick-Starting and scaling up the marketing campaign across the target markets.
- 4 Establishment of the required operational infrastructure to support the scale-up of the front and back office beyond the Minimum Viable Product and Pilot stages.

How will raising funds solve this problem?

These challenges combined have not allowed us to grow as aggressively as we initially intended to do.

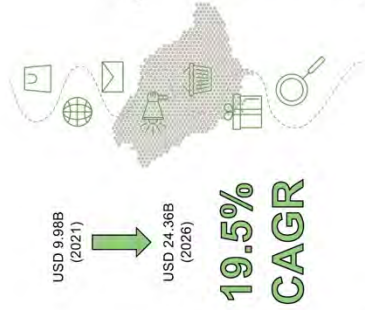
Therefore, intended funding that we wish to raise in the seed round (~1.35 M USD) and rounds A and B (~6.48 M USD) is intended primarily to fund the expanded payroll (~41% of planned expenses), local and international marketing activities (~22% of planned expenses) and establishing physical and digital operational infrastructure (~3% of planned expenses).

(cont'd)

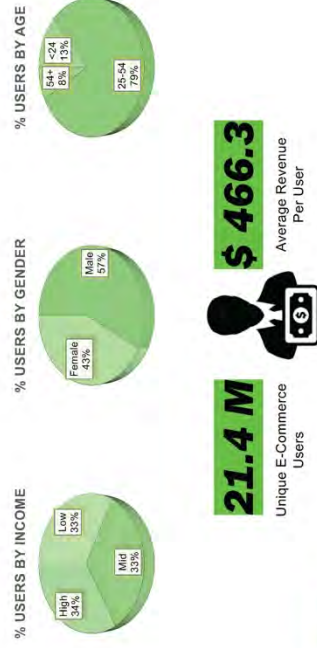
13

14

Market Overview

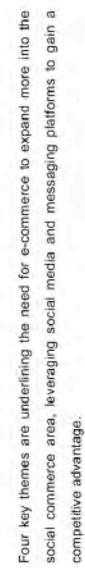


15

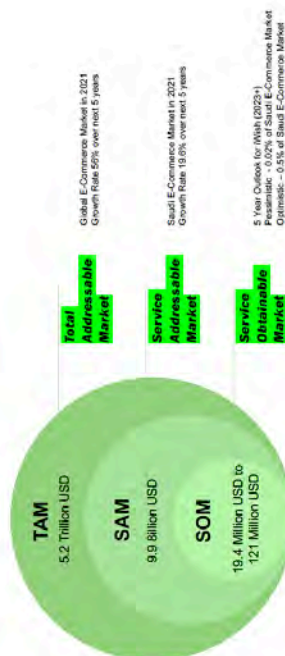


(cont'd)

16



Firstly, convenience has become one of the top consumer priorities, with 90% of people in Saudi Arabia actively looking for ways to save time and simplify their lives. Secondly, a participation paradigm implies customers prefer to feel directly connected to brands enabled by social media. Moreover, people are increasingly gathering more in their online communities formed on social media rather than in physical locations. And lastly, both consumers and brands value an entrepreneurial spirit and creative solutions offered by social platforms. This is where the Instagram like profile, Snapchat like location maps, Twitter like follows, Pinterest & Instagram like media library and WhatsApp like chat are poised to make Wish a "social person to person commerce" phenomenon.



Future State

Domestic e-commerce can significantly influence spending abroad, whether during shopping trips or online through foreign e-commerce platforms. Pre-COVID, Saudis spent USD 26 billion abroad per year on tourism including retail, citing the superior service and offerings of foreign retailers as the main reason for this shopping.

Improving Saudi Arabia's domestic product offering can be achieved easier and faster through e-commerce, especially when Western sites, such as Amazon Prime are available. Moreover, iWish also strives to capture spend from a new international customer base through cross-border advertising in target markets of interests namely, United States, Canada, France, Italy, Spain, United Kingdom, Egypt, China, Lebanon, United Arab Emirates and Australia.

Market Reaction to our Wins

As we move towards the future, we expect consumer expectations and behaviours to change in a similar way that the advent of E-bay changed the way e-commerce was being approached from a seller's perspective. However, this time we expect that buyers will become the primary demand generators and suppliers will be pulled rather than pushers. This would mean that other local and regional players will eventually move towards modifying their existing business model to accommodate this demand and alleviate the pain points and needs that the current Saudi customer has.

Changing the Market and Future Direction for iWish

iWish sees itself as a first mover in this blue ocean and will continue to retain its advantage over other platforms by ensuring that it builds a loyal customer base from the very beginning and continues to offer innovative and disruptive features in its application, that others will need time to catch up with. A real example, with a feature on the product development roadmap, would be a subscription based personal stylist that works with Wishers (buyers) to understand their styles, fits and price ranges and then works with Genies (sellers) located in fashion capitals around the globe to source their possible favourites from a group of preferred brands' latest releases.

(cont'd)

Competitive Landscape

Competitive Rivalry

Substitute

New Entrant Threat

Supplier Power

Buyer Power



22

Competitive Landscape

In the blue ocean we expect to capitalize on the first mover advantage. As of today, there is no known direct competitor offering the same business model and approach in the e-commerce arena of Saudi Arabia.

Established Players

The top 5 major and established players are Amazon, Haraj, Noon, AliExpress and Namshi. iWish, with its disruptive innovation, strategizes to enter at the bottom end of this existing market and offer a lower-cost business model with better value, ultimately moving to capture the customers from these and more indirect competitors'.

Effects of Market Maturity

As we mature, we expect to move away from competing indirectly with local retailers and boutiques (brick and mortar) and e-commerce sites to moving to indirect/direct competition with online social commerce websites and platforms. Over time, markets will also shift in this direction.

(cont'd)

Rivalry

How will we defeat the competition?

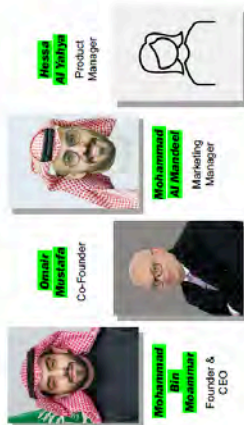
(cont'd)

Competitive rivalry today is negligible, and threat of substitution is considered to be medium. Supplier power is low, but Buyer (Wisher) power is high, as they can opt to move to substitutes in the form of other e-commerce sites, request friends and family or even travel to obtain their Wishes (products). Also, with low barriers to entry the threat of new entry of a platform with similar or same features is very high

We have a very simple and nascent approach to defeat the competitive landscape and that it 'Network Effects.' Today the top 5 e-commerce giants in Saudi Arabia rule the market, but the market is fragmented. There are many local and international platforms that are competing for the space with the same business model. That is because, there is no self-reinforcing advantage to being a market leader – nothing about the top 5 positions makes the experience of their clients any better or ease the fundamental pains they have for which they initially shifted to e-commerce. With iWish we introduce a new dynamic, one where the market pioneer and not the leaders swiftly compounds the first mover and retain advantages over the well-established competitors in the e-commerce space.

24

Our Team



25

(cont'd)

26

Mohammad has completed his MBA from London Business School and is a Harvard Business School Alumni having completed their exclusive Program for Leadership Development with interests in Innovation, Entrepreneurship and Digital Transformation. Mohammad has also held key positions in many governments and semi-government organization leading their establishment, re-vitalization, and transformation.

Omar has completed his MBA from University of New South Wales and is now undertaking a Doctorate in Leadership Development. He has also completed the Management Excellence program from Harvard Business School. Omar has worked with Mohammad in three key government entities as well supporting the organizational transformation, capability and capacity development and enablement.

Omar Mustafa

Mohammad Bin Mohammad

Management Team

The management team currently consists of two part time resources and one full-time resource, all based in Saudi Arabia. The management team has yet to be offered full-time contracts to facilitate their move from their current private sector positions to iWish, as part of the scale up of operations and organization building.

Technical Team

The technical team consists of four individuals engaged with the organization on part-time basis, with only two resources stationed in Saudi Arabia with the other two in India and United Kingdom respectively.

The developers together bring on board the necessary knowledge, skills, abilities and experience needed to develop, operate, maintain and update a complex platform in its initial developmental and launch stages. Working for leading and large brand names, in various sectors, all four have diverse experience of application development/testing for both software houses and medium-large organizations. As part of the scale-up with capability and capacity building, this is an area that the founders need to heavily focus on.

27

(cont'd)

Use of Funds & Future Fund Raising



28

Why Now?

iWish could have been and should have been developed and launched at least 3-4 years ago, but it wasn't. So, we are building it now and with this caveat, here are the reasons it's a bit more convenient now:

- Emergent challenges and limited access to financiers at concept stage
- Growing pains of consumers during the pandemic
- Supplier and Platform indifference post pandemic
- Logical next leap in e-commerce business model
- Reduction of vulnerability, uncertainty, complexity, and ambiguity (VUCA) in various elements of the global economy impacting Saudi commerce in general and e-commerce in specific
- Accelerated support from the Saudi Government in terms of policies and ecosystem
- And as they say, it's never too late and we are never too old to start something new or head in the right direction!

Our top FAQ

29

38



(cont'd)

iWish Wireframes



Application
Splash Screen



Onboarding
Screen 1 - Genie



Onboarding
Screen 2 - Wish
Maker



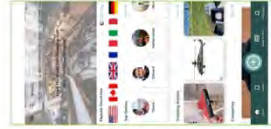
Sign Up and/or
Log In



User Profile with
Personal Details
(cont'd)



User Media
Sharing and
Chating



Home Screen -
Landing



Home Screen -
Continuation

31

32



Chat
(cont'd)



Gift Cards



Loyalty Points
and Redemption



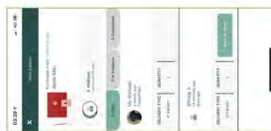
News, Polls and
Surveys



Posting Trip or
Current Location
(cont'd)



Posting Wishes
for Wishers



Viewing Wishes
Details (Own with
Other Similar)



Viewing Genies
Globally

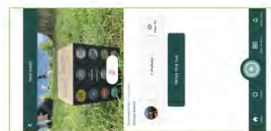
34



View Active
Genies and Trips
(cont'd)



Genie Viewing
Wishes by
Country



Genie Viewing a
Wish with option
to make same
wish



Genie Viewing
Wish details to
make an offer

35



Genie Chat with
Wisher
(cont'd)



Genie Posting
Offer after
completing
discussions

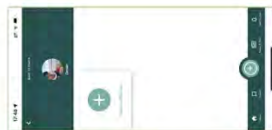


Wisher Accepting
Offer and iWish
requesting
Payment



Our Corporate
Social
Responsibility

36



Wishlist (Non-Transactional)
(cont'd)



User Dashboard



Referral Sharing
with Bonus
Credits to User



Referral Credit
Accreditation

thank
you



7. Leadership Evaluations for the Doctorate Program

Material Type(s)

	Written articles in refereed and non-refereed journals.		Corporate/strategic plans.
	Authored books and book chapters.		Leadership development programs.
	Composed electronic web documents.		Submissions to government.
	Addresses at meetings (e.g., to Conferences, Board meetings, shareholders meetings).		Professional development workshops
	Public lectures.		Leadership reports.
	Presentations as a guest speaker in professional societies or community organisation meetings.	7.1-7.6	Leadership evaluations.
	Articles in newsletters and magazines.		Annual reports indicating contributions of the DBL participant
	Performance agreements and management plans.		Research reports
	Corporate policy documents.		Other

Material Overall Brief

As part of the Doctorate program, the researcher assessed his own leadership strengths, weaknesses, characterized his personality, behaviours, and traits, and identified his values and ethos.

In this regard, he took six different leadership assessments, which are listed hereunder and provided in the following pages:

7.1

DISC Personality Test

7.2

Leadership Psychometry Test

7.3

Enneagram of Personality

7.4

Personal Values Assessment

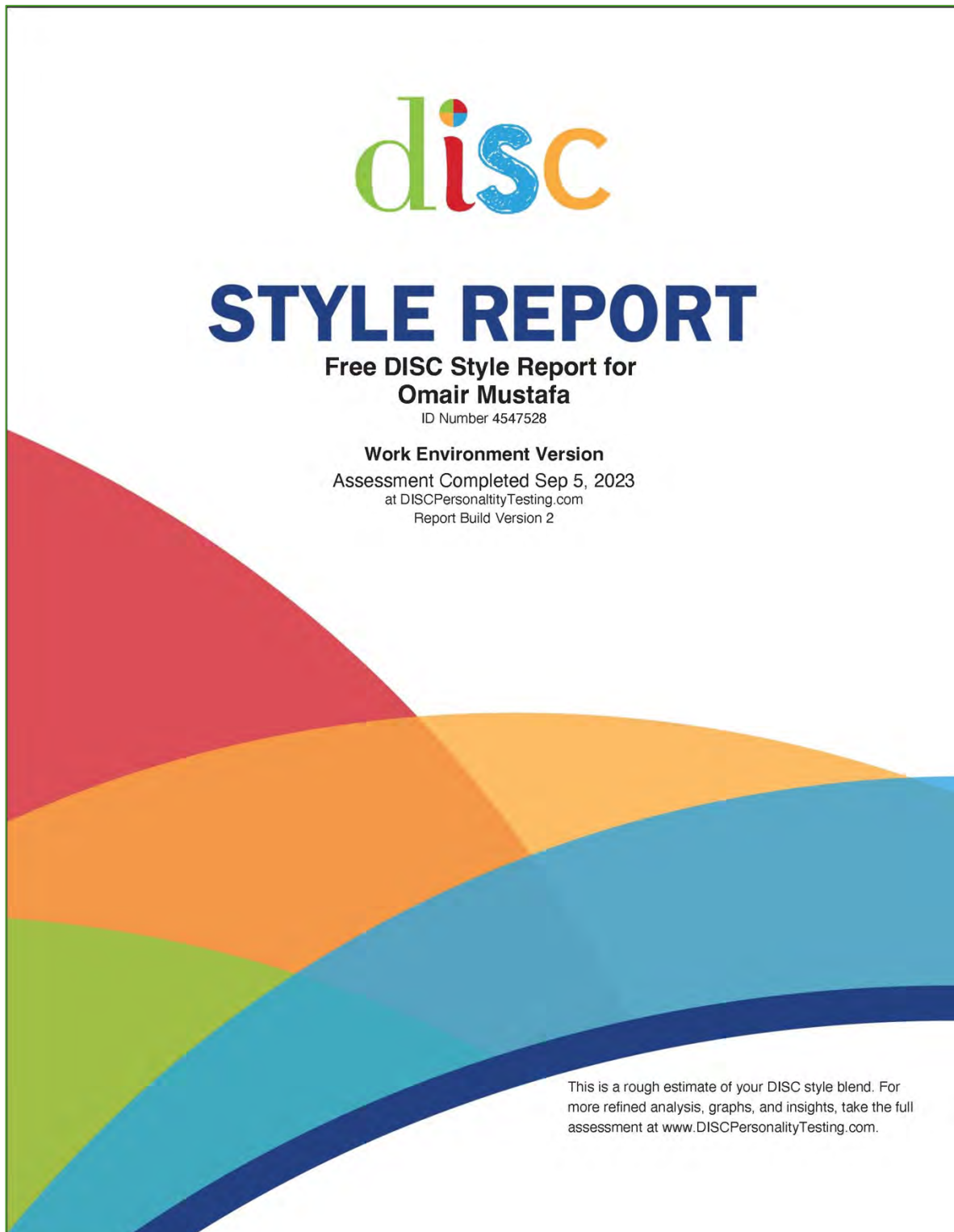
7.5

Leadership Skills Test

7.6

Myers-Briggs Type Indicator

I. DISC Personality Test



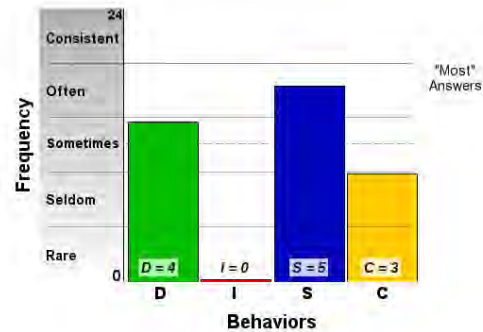
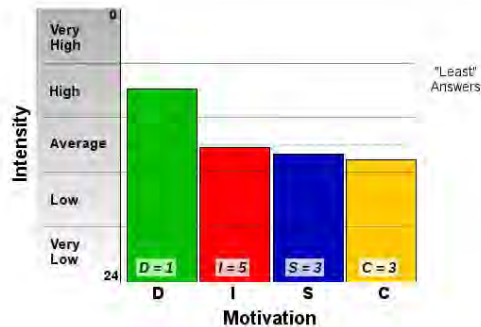
Congratulations Omair!

Your style is D

Your Natural / Internal Style

Your Adapted / External Style

The bar graphs below show the intensity or consistency of each style in your blend.



Your natural, or internal, style represents the internal motivations that drive you the most. This is the part of you that is likely to represent how you think or feel about situations more than it represents how you act or behave. Some people say that this represents who you are rather than what you do. It is also the part of you least likely to change throughout your lifetime.

Your adapted, or external, style represents the way that you tend to act or behave. It's the part of you that others are most likely to see. This part of you often represents how you have learned to adapt or adjust your behaviors to be successful in your environment. These behaviors can change depending on the environment you are in or thinking about when you take the assessment.

This report is a rough estimate of your DISC style based on the short version of the assessment. It will estimate the styles most prevalent in your blend. It might miss the exact degree of each style in your blend.

For a more refined analysis, additional graphs, and deeper insights, take the full assessment at www.DISCPersonalityTesting.com.

Omar,

You have strong **Dominant** traits. Your **Dominant** traits are much stronger than any of the other three DISC style traits.

Some words that describe you are:

- Directive,
- Decisive,
- Fast-paced, and
- Driven

You have primarily task-oriented and outgoing traits. You probably like to get results. It's likely that you get frustrated by a slow pace or indecision in others. You likely speak in a direct, bottom-line style and are more interested in solutions than problems.

Remember, your strongest style is ...



Interested in 26 more pages of personalized insights and analysis?

With a full assessment report, we can more fully differentiate your style blend, and we can give you more insights, tips, and techniques.

Complete the full DISC assessment right now and receive your complete report. With your report you will learn how to...

- Connect with other people better to get results
- Communicate in practical ways that connect with others
- To clearly express your thoughts
- Build healthy, productive relationships.

For just \$39 you'll get...

- Personalized analysis of both your natural style and your adapted style
- Thorough review of all four DISC styles and how you work within those styles
- Insights into the greatest gifts and greatest concerns you have in your workplace
- Overview of the styles that complement your strengths
- Strategies for communicating more effectively
- Analysis of your response to stressful situations
- A look at how others view you and your communication style
- Information on how to adapt your style
- And so much more

Get started on your complete DISC analysis right now at:

[DISCPersonalityTesting.com/full-report](https://discpersonalitytesting.com/full-report)

Or, continue to the next page for more information about the DISC model.

A Summary of the DISC Model

Brief History

The foundation for the DISC model comes from the work of a Harvard psychologist named Dr. William Moulton Marston in the 1920's. He developed a theory that people tend to develop a self-concept based on one of four factors — Dominance, Inducement, Steadiness, or Compliance. Marston's theories form the basis on which we built this DISC assessment and report.

Based on the Range of Normal Behaviors

To graphically illustrate the DISC concept, we represent the range of normal human behaviors and perspectives with a circle as shown in Figure 1. When we say "normal human behaviors and perspectives," we mean behaviors and perspectives derived from normal, healthy psychology. For this report and your analysis, focus on understanding what the drives tell us and remember that nothing in this report or in the DISC model describes or discusses any type of psychosis, mental illness, or psychological abnormality.



Figure 1: The Range of Normal Behaviors

Built on Understanding Two Basic Drives

We start our description of the DISC model by defining two key motivators that tend to drive our behaviors. One motivator is called our *motor drive* (or *pace drive*) and the other is called our *compass drive* (or *priority drive*).

➤ Motor Drive (also called the Pace Drive)

Divide a circle in half horizontally as shown in Figure 2. The upper half represents the outgoing or faster-paced drive. The lower half represents the reserved or slower-paced drive. People with the Outgoing drive tend to move fast, talk fast, and decide fast. People with the Reserved drive tend to speak more slowly and softly, and they generally prefer to consider things carefully and thoroughly before making a decision.



Figure 2: Motor Drive

The shading of the circle from lighter to darker indicates varying intensities of these drives as you move from the center to the ends. Close to the middle of the circle would represent less intensity in the motor activity, and we use lighter shading towards the center. Moving towards the outer edge of the circle represents higher intensity in the motor drive, and we use darker shading. Your perspectives and behaviors could lie anywhere along this line.

Most people will exhibit a bit of both of these traits depending on the situation they find themselves in. Even though blending of the drives is usually true, most people will tend to exhibit more of one trait or the other – even if it is only slightly more.

➤ Compass Drive (also called the Priority Drive)

The circle can also be divided vertically as shown in Figure 3. The left half represents the task-oriented or focused perspective. The right half represents the people-oriented or focused perspective. People who have more of a task orientation tend to focus on logic, data, results and projects. People who have more of a people orientation tend to focus on experiences, feelings, relationships, and interactions with other people.

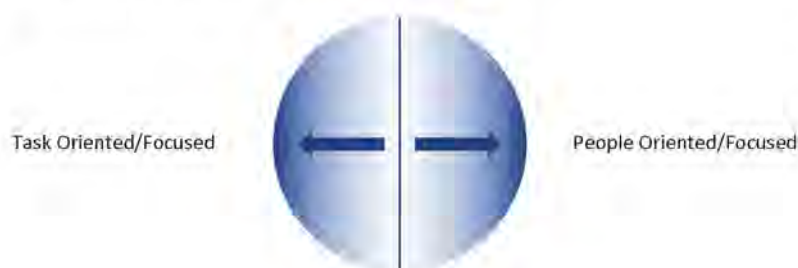


Figure 3: Compass Drive

Just as with the Motor drive diagram, the shading of the arrows from lighter to darker indicates varying intensities of the Compass drive. Close to the midline shows less intensity in the Compass drive, therefore light shading. Towards the outer edge shows more intensity in the Compass drive, therefore darker shading.

Four Basic DISC Styles or Types

When you combine the drawings for the Motor and Compass drives, you get the circle of normal behaviors and perspectives divided into four quadrants as shown in Figure 4. This figure, sometimes called the *DISC circle*, represents the full graphical description of what we call *The DISC Model of Human Behavior*.



Figure 4: The DISC Model of Human Behavior

Notice that each quadrant of the *DISC* circle has a descriptive word attached to it. These descriptive words attempt to capture the typical behavior exhibited by people who have the combination of motor and compass drives that corresponds to that quadrant. These descriptive words show *behavioral traits* or *tendencies* that describe each quadrant of the circle.

To make the quadrants easier to discuss, we often call each quadrant a *behavioral type* or *style*. While it is not strictly or technically accurate from a clinical psychology standpoint to use the phrase *personality type* with this model, the phrase is often used in normal, everyday conversation. We prefer to use the phrase *behavioral style* because it more accurately fits the model and its theoretical basis.

The main characteristic trait for each behavioral style (quadrant of the DISC circle) is used as the representative word for that style:

- *Dominant,*
- *Inspiring,*
- *Supportive, and*
- *Cautious.*



People who have both **Outgoing** and **Task-oriented** traits often exhibit **DOMINANT** and **DIRECT** behaviors. They usually focus on results, problem-solving, and the bottom-line.



People who have both **Outgoing** and **People-oriented** traits often exhibit **INSPIRING** and **INTERACTIVE** behaviors. They usually focus on interacting with people, having fun, and/or creating excitement.



People who have both **Reserved** and **People-oriented** traits often exhibit **SUPPORTIVE** and **STEADY** behaviors. They usually focus preserving relationships and on creating or maintaining peace and harmony.



People who have both **Reserved** and **Task-oriented** traits often exhibit **CAUTIOUS** and **CAREFUL** behaviors. They usually focus on facts, rules, and correctness.

Some shortcuts you can use in discussing the different behavioral styles:

- the **DOMINANT** style is also known as High **D***
- the **INSPIRING** style is also known as High **I***
- the **SUPPORTIVE** style is also known as High **S***
- the **CAUTIOUS** style is also known as High **C***

This model can help you understand yourself and others by describing four main, or primary, behavioral styles. However, ***each individual person can, and likely will, display some of all four behavioral styles depending on the situation***. This blend of styles within each person is called a style blend. Each person's style blend will have more of some traits and less of others. The styles that are strongest in a person's style blend will display above the mid-line point on the DISC style bar graphs and they are called High styles. The types that are less prevalent in a style blend are called Low styles because they display below the mid-line point on the DISC style bar graphs.

Behavioral Style Blends

When we speak about DISC Behavioral styles, we recommend speaking about *style blends* rather than focusing solely on a person's highest trait. In reality, only a small percentage of people have a behavioral style blend that is *only one* High-DISC type with three low types (although it does happen for about 5% of people). Most people (about 80%) have two High-DISC styles and two Low-DISC in their personal behavioral style blend.

For you, this means that one DISC type may be the highest of the four in your style blend, and you probably have at least one secondary DISC type which is also high (meaning that it is above the mid-line in your style blend bar graph).

Your secondary type supports and influences the predominant type in your style blend. We represent your style blend with your primary style, a slash, and then your secondary style(s). For example, C/D would represent a *Cautious* primary style and a *Dominant* secondary style.

Learn more about ***your style blend*** with a full disc assessment.

Go to
discpersonalitytesting.com/full-report
to learn more.

We said that most people have *at least* one secondary trait. As we said, this is true for about 80% of people and that about 5% of people have only one High-*DISC* style. So that we don't forget the remaining 15%, let's fill in some missing information.

About 15% of people have two secondary traits that support and influence their primary behavior trait. This means that they have three High-*DISC* styles and one Low-*DISC* style in their style blend

When you consider this blending of behavioral styles and different degree of each style in different people, you can easily see how the four primary traits can be used to understand the large variability among people. Using the four basic styles, we can create forty-one generalized style blends with variations of degree within each basic blend type

The good news is that you don't have to remember all 41 style blends and descriptions to use the *DISC* model to improve your ability to interact with people. It's really much simpler than that, and that's why we use it and recommend it to others. When you learn to understand the four basic styles, you can use them as a way to frame your interactions with others to become more effective. From a simple model, you really can build the ability to connect and communicate with most people more effectively in a wide variety of situations.

Understand the four basic types, and how you can use them as a way to become more effective.

Go to
discpersonalitytesting.com/full-report
to learn more.

Your Next Steps

We hope that this report is just one of many steps that you will take to become a better:

- Leader
- Teacher
- Mentor
- Coach
- Team member
- Business owner
- Parent, or
- Spouse

Here are some things you might consider to continue learning and growing in your use of this information.

- Purchase a complete DISC assessment to get a more complete and more personalized view of your DISC style blend at www.discpersonalitytesting.com/full-report
- Purchase DISC assessments for your whole team at www.discpersonalitytesting.com/multiple-assessment-purchase
- Work with a trained DISC coach. You can learn more about that opportunity at www.discpersonalitytesting.com/home/disc-coaching
- Get additional resources – audios, books, etc. We use this model in our book *From Bud to Boss*. If you are a new or aspiring leader, this book can help you grow in your leadership skills. Learn more at www.budtoboss.com

And we always welcome readers at our blogs or listeners to our podcasts.

- Guy – RecoveringEngineer.com and TalkLikeaLeaderPodcast.com
- Kevin – blog.KevinEikenberry.com and RemarkablePodcast.com

Thanks for trusting us as partners in your learning and development.

Guy Harris and Kevin Eikenberry
Indianapolis, Indiana

Disclaimer and Limit of Liability

We attempt to create products and services that we believe will help you to become a more effective communicator and leader. The information and guidance we offer in our products is general in nature, and, it may or may not fit your specific situation. That being said...

There are no warranties, express or implied, regarding the assessment reports, blog posts, articles, videos, audios, and other information you receive from DISCPersonalityTesting.com (THE PRODUCT). You assume full responsibility, and Principle Driven Consulting, The Kevin Elkenberry Group, DISCPersonalityTesting.com, Kevin Eikenberry, and Guy Harris (THE SUPPLIER) shall not be liable for, (i) your use and application of THE PRODUCT, (ii) the adequacy, accuracy, interpretation or usefulness of THE PRODUCT, and (iii) the results or information developed from your use or application of THE PRODUCT.

By using THE PRODUCT, you understand and agree that all resources we provide are "as is" and "as available". This means that we do not represent or warrant to you that:

- The use of THE PRODUCT will meet your specific needs or requirements.
- The use of THE PRODUCT will be uninterrupted, timely, secure or free from errors.
- The information obtained by using THE PRODUCT will be accurate or reliable, and
- Any defects in the operation or functionality of THE PRODUCT we provide will be repaired or corrected.

Furthermore, you understand and agree that no information or advice, whether expressed, implied, oral or written, obtained by you from www.discpersonalitytesting.com or through THE PRODUCT we provide shall create any warranty, guarantee, or conditions of any kind, except for those expressly outlined in our User Agreement.

Limitation of Liability

In conjunction with the Limitation of Warranties as explained above, you expressly understand and agree that any claim against us shall be limited to the amount you paid, if any, for use of products and/or services.

www.discpersonalitytesting.com will not be liable for any direct, indirect, incidental, consequential or exemplary loss or damages which may be incurred by you as a result of using THE PRODUCT, or as a result of any changes, data loss or corruption, cancellation, loss of access, or downtime to the full extent that applicable limitation of liability laws apply.

You waive any claim or rights of recourse on account of claims against THE SUPPLIER either in your own right or on account of claims against THE SUPPLIER by third parties. You shall indemnify and hold THE SUPPLIER harmless against any claims, liabilities, demands or suits of third parties.

The foregoing waiver and Indemnity shall apply to any claims, rights of recourse, liability, demand or suit for personal injury, property damage, or any other damage, loss or liability, directly or indirectly arising out of, resulting from or in any way connected with THE PRODUCT, or the use, application, adequacy, accuracy, interpretation, usefulness, or management of THE PRODUCT, or the results or information developed from any use or application of THE PRODUCT, and whether based on contract obligation, tort liability (including negligence) or otherwise.

In no event, will THE SUPPLIER be liable for any lost profits or other consequential damages, or for any claim against you by a third party, even if one or more of THE SUPPLIER representatives has been advised of the possibility of such damages.

II. Leadership Psychometry Test

onlinetests

5/9/2023, 16:13

www.psychometric

50 Item Leadership Questionnaire Results

Personality Trait	Low	Fairly-low	Average	Fairly-high	High	Score
Organisation						50
Responsibility						44
Transformational						42
Assertiveness						45
Resourcefulness						44

Successful leaders are likely to score highly in many, or even all of these measures, whereas unsuccessful leaders or those unsuited to leadership may express lower scores on many of the measures.

Want to try our free full length personality test? [Click here](#)

Organisation

Organisation includes attention to detail, the structuring of tasks and the setting of standards. A score of 50 indicates a high preference for organisation. High and rigid standards are often provided to your followers, who are explicitly told what is expected of them. Worker performance is monitored closely, in order to ensure performance at all times. Detail and accuracy are highly valued, and therefore are closely monitored in your followers. Mistakes and drops in performance are likely to be noticed immediately, and corrected promptly. However, micromanagement may be a frequent complaint of your followers.

Responsibility

Responsibility is the extent to which you act professionally; you make decisions with other people in mind and express accountability for your own actions. A score of 44 indicates a high level of responsibility. Decisions will be made almost entirely based on the needs of others. The rules and regulations are seen as essential, and will not be breached. When mistakes are made, you are the first to accept responsibility for your actions.

Transformational Leadership

Transformational leadership is the mechanism in which leaders inspire, motivate and challenge followers to enhance their performance. A score of 42 indicates a high preference for transformational leadership. Charisma is used very often to motivate and inspire followers, and you are likely to thrive on being the centre of attention. Issues such as motivation and morale are likely to be of high priority, and will frequently be addressed. You are significantly more likely to

<https://www.onlinetests.co.uk/?tid=40>

Page 1 of 2

employ transformational leadership approaches than transactional leadership approaches.

Assertiveness

Assertiveness is the extent which a person boldly or confidently expresses their opinions, or meets their goals. A score of 45 indicates a high level of assertiveness. You ensure that you take the centre stage, avoiding remaining in the background. You will regularly challenge the ideas or opinions of others, particularly if they differ from your own. You will often share your views and opinions with others, and work to convince them of your views. You are likely to go all out when chasing your goals, aiming to achieve them as quickly as possible.

Resourcefulness

Resourcefulness is the quality of being able to cope with difficult situations in an effective and imaginative way. A score of 44 indicates a high level of resourcefulness. Structuring complex plans and finding solutions comes very naturally to you. You will often address difficult or persistent challenges immediately. Similarly, you express complex ideas very readily and coherently to followers. You readily accept complex tasks and show clear preference to complex issues over straightforward ones.

III. Enneagram of Personality



Enneagram of Personality

Omair Mustafa



Type 1: The Perfectionist

[Date] 09/06/2023

Contents

Preview - Type 1	2
Summary	4
Wings	5
Distribution of personality types	5
Distribution by gender	5
Main drivers - Head-Gut-Haert	6
The triad - Gut	6
Type 1 - Gut	6
The Perfectionist - Type 1	7
Growth vs Street - Balance	8
The Perfectionist - Breakdown	9
Motivation and emotions	9
Worldview and interests	11
Behaviors and habits	11
Communication style	15
Relationships	15
Career	15
General advice	15
Celebrities and characters with your personality type	15

Preview type 1

The Enneagram type 1 is also known as The Reformer or The Perfectionist, this is due to the fact that they are idealistic yet pragmatic individuals who aspire to be principled in their morals. They are rational and view things as clearly right or wrong usually, they strive to achieve and maintain a high level of integrity and dependability. They deeply value a purpose in life but often times the wish for that purpose to be practical and pragmatic.

They are strict on themselves and seek to exhibit a high amount of self-control, this can often result in them being critical of others actions as well.

At their core they just want to live up to the standards they've set for themselves, they are very afraid of being seen as evil or morally corrupt by society, this can often result in them repressing their desires, they can't give in to their passions as this would make them give up their control on themselves thus they can have problems with relaxing and letting loose every once a while.

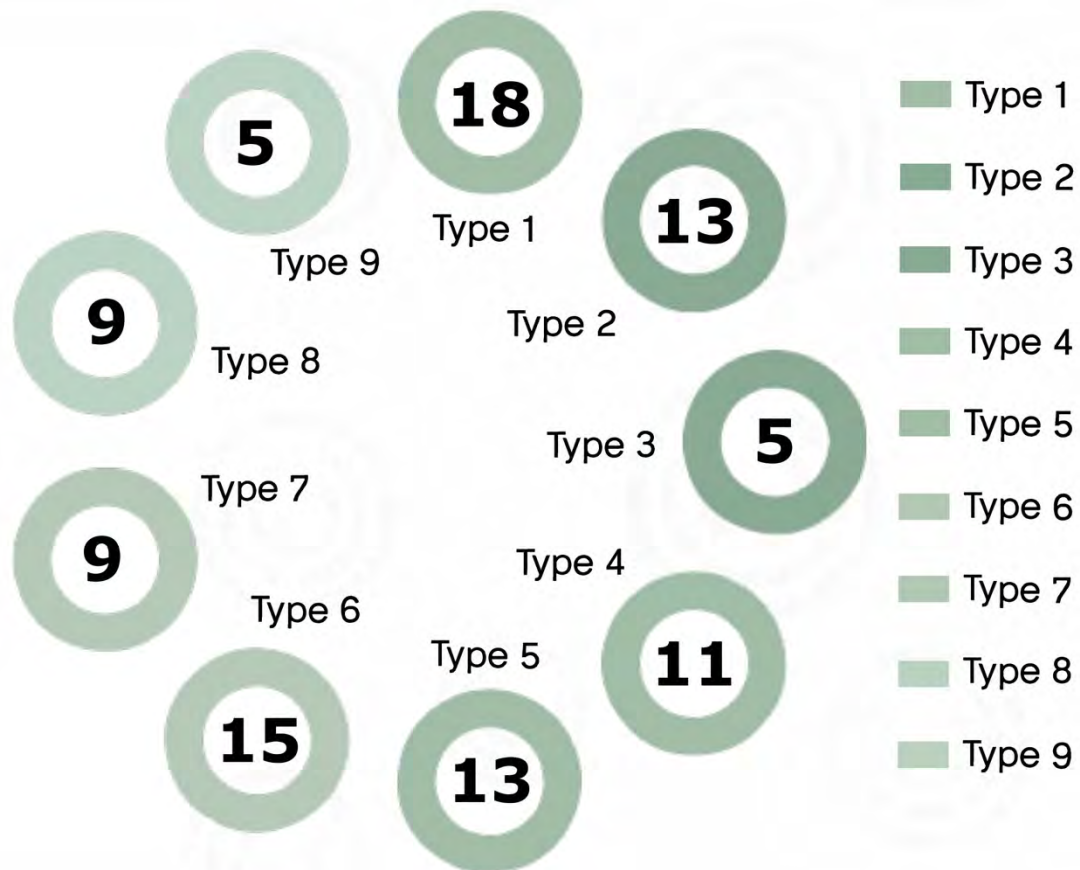
In wanting their actions to be seen as perfect by themselves and others, their internal state might be disturbed but this depends on the level of development and maturity of different type 1s.

Unhealthy 1s can be highly critical of others and view all actions as absolutes, they like to view and judge the world from their proverbial high horse, they may be disappointed with themselves too, often to a degree where they could even indulge in self-harm.

Healthy ones on the other hand try their best to be the most ideal version of themselves however they realise that some flaws are not a dealbreaker, they become a beacon of hope for others and they can be quite motivated to accomplish their goals and serve their purpose, they realise the need for moderation and can be very wise too.



■ Your personality types dominance



Summary

- Very strict about their morals and internal code
- Pragmatic and insightful, seek to make themselves and the world better
- Can be too hard on themselves
- Find it difficult to let loose
- May judge others harshly

Wings

Even as a term, "personality" is often used to describe various differences that one might observe among people. Similar to how everyone has a specific set of fingerprints, our nature, experiences, connections, and hardships are what mold us into a unique shape that we develop through time. Encapsulating such vast differences in just one category, such as personality types, would potentially take away from Enneagram's ability to adapt to all the individual differences out there. This is why one must also consider **wings**.

As one could recall through personal experiences, there are simply some people we see as quite similar to us (though, of course, not identical) and those we see as quite different. This is represented through the circular organization of Enneagram types. Namely, we share more characteristics with those types that are "closer" to our base personality type than it is the case with those that are further away.

Those "closest" to us (the first type to the left and the right) are called **wings**. Following the previous example, these would be the types that we share the most characteristics with. This is why wings are also important to consider. Naturally, since there are two wings, there are also differences in how similar to each of these individuals' personality is. Because of it, there is one "dominant" wing with which we share the most characteristics. This, however, doesn't mean that the other wing should be ignored or that there are no similarities with it.

The Perfectionist



1w9 – The Idealist

They have the majority of the characteristics of ones but borrow a few from type 9 as well, this may result in them being calmer, serene and laid back than typical ones.

1w2 – The Activist

A 1w2 on the other hand might be more inclined to interacting within their community, spending more time with their loved ones, volunteering at local shelters and so on as they will borrow some type 2 characteristics as well.



Distribution of personality types

Through time, many theoretical approaches to Enneagrams' functioning have arisen. Similar to how other personality tests (Such as MBTI) provide results that show some types are more common than others, it is expected that analogous results would be provided by applying Enneagram to the broader population.

However, there are also those that hypothesized that all nine Enneagram types are evenly distributed among the general population. This would make it so that there is 11.11% in the general population out of every type.

Even with this being the case, many studies are finding differences in how frequent the nine types are. According to everything said, the results showcasing this distribution are prone to changes. Bellow you will find a graphic that showcases this distribution, where – **the size of the circle**, and **the text** represents how common different Enneagram types are compared to the others.



Distribution by gender



Main drivers – Head-Gut-Heart

Making everything and everyone a better version of what they are, is the underlying theme and one of the fundamental goals for Type 1-s. They are usually highly conscientious and have a strong preference for fairness and orderliness. What makes them so is how good they are at discerning and judging what's right and what's wrong. This type is always prepared to push the changes forward and challenge any existing, already established structure to do so.

Regardless of all this goodwill, this type is fairly afraid of making a mistake and becoming a part of 'what's wrong' in any situation. Because of this, they tend to their emotions by moving them out of any situation onto another object. Anything they are invested in, obviously too much or with too fierce intensity, might cover some strong negative emotions.

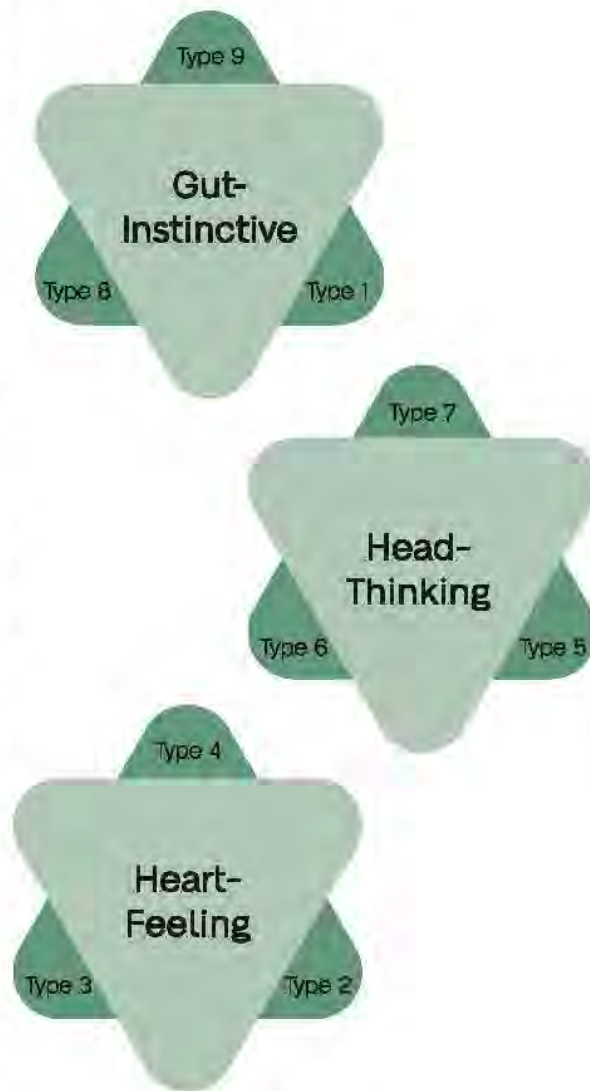
The triad – Gut

Triads are a way to represent what the **affectionate core** of one's personality is. What drives one's decision-making and functioning style. It is crucial to keep in mind that **there are no „bad“ emotions** – every emotion, even those that aren't pleasant, are adaptive in certain situations.

Being a part of the **Gut Triad**, usually called the **Instinctive triad**, means that this type's dominant affect or the core emotion is **anger**. As the name suggests, these people usually „trust their gut,” which is also where the „**Instinctive**” title comes from.

Those types that are a part of the **Gut Triad** are usually quite **precise, specific, and tenacious** in their pursuit of goals – whatever these goals may be. These characteristics are why they are often seen as natural leaders and quite assertive. Because of this, they are sometimes seen as being overly serious or strict, which adds to a significant presence that these types are usually seen to have.

Because they are tirelessly working on getting where they want to get, any failure or delays bring out **frustration** (based on anger). To avoid these situations, they do their best to be the ones behind the wheel or **always be in control**. Even if this is the case, once the mentioned frustration arises, they can sometimes lose the said control and **act quite rashly**



Type 1 – Gut

For Type 1-s, this goal that they are pursuing is reaching a general betterment of both themselves and others around them. Ultimately this motivation would lead to making the world a better place to live in.

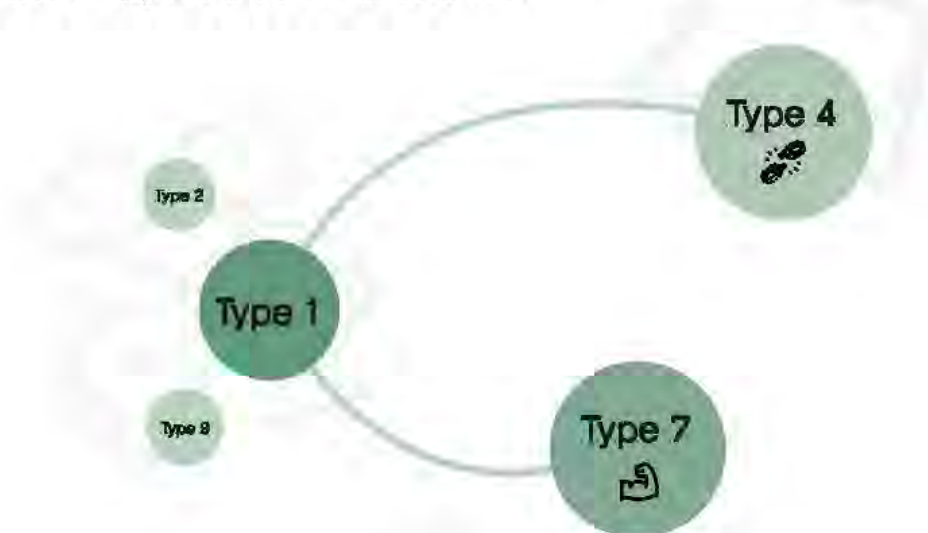
Since nothing can sway them from pursuing this betterment, Type 1-s are sometimes seen as quite critiquing of others and insensitive. Namely, if those around them, even (if not to say especially) the close ones, are doing things that they don't see as right, they have no trouble openly challenging them.

As it is noticeable from how benevolent and kind, but also idealistic, big, and kind of unattainable this goal is, it becomes clearer with how much **anger** this type sometimes deals with. Such **anger** is often the result of a realization that regardless of how much effort they put into making things more perfect, the world is still a bit of a large target for one person. What comes out of this equation is a lot of **anxiety and fear** that their purpose may never be fulfilled. Once this happens, it isn't rare that Type 1-s **blame themselves** and direct all that anger inwards.



The Perfectionist – Type 1

Perfectionists are usually seen as self-aware, on-point, and controlled. When describing them to others, what is usually mentioned is how serious, diligent, and practical they are. Because of this, we usually think of them as fair but critical.



Being strongly driven by the idea of there being clearly right and clearly wrong things, Perfectionists strive always to be moving towards the right side. They are responsible and very concerned with doing everything as well as possible. In this effort, they are trying both to achieve the betterment of everything surrounding them, but it also lets them avoid their harsh sense of failure when they do anything that is shy of perfect.

This is what makes two important aspects affect the way that they live and function. These include their judgment of themselves and their judgment of everything else. Being precise is what characterizes both of these. In other words, not only are Perfectionists always investing efforts to keep track of the world through a judging system that renders everything black and white, but they also apply these principles to evaluate how well they are doing. The fairness that they are recognized for can be noticed by applying the same values that they hold as important to their own lives and functioning.

Through this fairness, the roots of their immense self-control can be noticed. Namely, to be able to point out good and bad things, one has to be comfortable in their own skin. If they aren't, making such judgments can cause a lot of negative feelings about oneself. What perfectionists are recognized for – responsibly following their central beliefs and sticking to their efforts to bring forward any positive change that they deem necessary and vital. It is through these efforts that their dutifulness is outlined.

What aids them in such an effort is how practically they can deal with emotions. This means that this type is usually quite versed in discerning rational from emotional, and they rely on this to make their decision-making even more objective and unaffected.

Perfectionists rely on all of this to protect themselves from intensive frustrations and unexpected negative outcomes. When everything is functioning as they see fit, they feel shielded from negative emotions. However, once such a shield crumbles, like when some improvisation is necessary, they may be overly critical and lash out.

Growth vs. Stress - Balance

The Enneagram holds and propagates the belief that personality is not set in stone and is more dynamic than it is static. So, all of us have a base type, which is our enneagram type. This gets influenced by our wing type as well.

However our personality type goes beyond this as well. In different situations, people tend to react differently. Sometimes even in an uncharacteristic way from their usual selves. Someone very calm may erupt in anger, and others might think to themselves, "That's so unlike them. They never react like that". This is where the concept of Integration and Disintegration comes into play.

When in a healthy state (Growth), we tend to work on our flaws and round out or balance our personalities. In times like these, we grow and change as a person (not entirely of course). Likewise, we give in to our vices in times of stress and may even act like the worst version of ourselves.

When in a healthy state (Growth), we tend to work on our flaws and round out or balance our personalities. In times like these, we grow and change as a person (not entirely of course). Likewise, we give in to our vices in times of stress and may even act like the worst version of ourselves.

When in a healthy state (Growth), we tend to work on our flaws and round out or balance our personalities. In times like these, we grow and change as a person (not entirely of course). Likewise, we give in to our vices in times of stress and may even act like the worst version of ourselves.

All of this makes it so that every personality type has specific ways that they act in times of growth and in times of stress.

A type is not just an isolated or "completed" personality. Our personality is the influence of each of these types, and the goal of the Enneagram is to become a rounded out and balanced individual. This means that we have our base type, influenced by our wing and the influences we get from our integration and disintegration types.



Growth

(Integration)

When everything is in order, and Perfectionists see both themselves and others around them to be in the "proper lane," they achieve a harmony that brings about many positive qualities in their behavior. Some of these include them being dedicated, supportive, objective, and fair. In a sense, instead of being critical, they turn towards mentoring.

While things are running smoothly, and nothing seems to threaten the established way of functioning, it gives this type a chance to let loose a bit. Instead of the usually strict and serious, they move towards their integration type – Type 7. Once they find themselves in this zone, some of the positive characteristics of this integration type can be noticed in Perfectionists' behavior. Namely, they become open to new and fun experiences, less rigid in the way they conduct themselves, and good-spirited.



Stress

(Disintegration)

On the other hand, when things aren't going as planned, and Perfectionists' patience is being challenged, they usually end up giving into some less positive habits. These include being easily irritated, increasingly critical of everything that is surrounding them, and their way of thinking becomes rigid and onesided.

If they fail to return the orderliness that is so important to them, they move towards their disintegration type – Type 4. This is when some of the negative traits of this type start expressing themselves through Perfectionists' behavior. What they experience then is a feeling that every effort they invested was for nothing and that nothing they do can make any changes. This is why (since efforts are useless) they start closing themselves off to others.

Your introversion vs extraversion balance

Motivation and emotions

Through the previously described way that Type 1-s behave in growth and in stress, it becomes more apparent that the question of – which point are they at the moment on dictates how they will behave. Since anger is this type's core emotion, they sometimes express themselves quite threateningly. However, this isn't always the case. Namely, the same way that Perfectionists prefer to keep their affairs 'on track' and well organized, they also like to have their emotions under control.

When it comes to their emotional expression, it could be best described by looking into the way that this type deals with their core emotion. Simply put when dealing with anger, Perfectionists resort to repressing it. Also, similarly to everything else that they see as important, they try to control it.

This makes it so that their emotions are not easy to notice, and their emotional lives are hard to grasp for those surrounding them. When it so happens that they don't succeed in 'closing the hatch' on the anger that they feel (when disappointed), they usually wrap this expression of dissatisfaction in many justifications. Simply put it is rare that they don't have an excuse behind their anger with others or with themselves.

Worldview and interests

Previously pointed out that perfectionists rely on judgment to determine what is right and what is wrong is, something that dominates their way of seeing things. This tendency to color all things in just black and white doesn't leave much space for 'grey,' which sometimes makes their way of thinking rigid and conventional.

What goes hand in hand with this way of functioning is how great at following their own rules they are, as well as creating new ones to accommodate new situations and experiences. Namely, Perfectionists can be very hard on themselves and have a pretty strict and self-critiquing mindset. Precisely that mindset is how they are able not to wander too far from the way that they consider to be "the right path/way."



Behaviors and habits

Similar to how the underlying theme of both their emotions and cognition (thinking) is control, the behavior of perfectionists also expresses it. They are always well-behaved (based on their own way of seeing what „good behavior“ is) and can rarely be seen „breaking the character.“

The way that this control presents itself in Perfectionists' behavior has to do with how conscientious, disciplined, and principled they are. Simply put, they prefer to approach even the most „trivial“ matters meticulously.



Strengths

Well organized and responsible

They are idealistic and have a great potential to care for those surrounding them

Prepared to take a stand for what's right, regardless of the outside pressure



Weaknesses

Sometimes being too meticulous and detail-oriented

Bringing much negativity in situations that they don't see as correct by critiquing others

Missing the „bigger picture“ that sometimes can't be reached without the „grey“ between the good and bad

Communication style

In their ways, Type 1-s have no trouble with making their thoughts known and understanding where others are coming from. Since they usually have quite radical attitudes and strong beliefs, they often end up making others re-think their position when it doesn't match that of the Perfectionist.

Impatience to voice these strong opinions is something that may shut down their connection to others and their communication paths. Namely, since they feel the need to label things so that they could find a place for these in their „inner values system.“ Type 1-s sometimes rush to conclusions. As it happens, these situations don't always bare the best ideas, especially if they don't match what others are thinking.

So that one wouldn't get the impression that this type is ruthlessly stubborn, it is important to get back to how prepared to hear others out they are. Because of this, when they see the reason to, Perfectionists are prepared to adapt their attitudes. Not everything is set in stone.



Relationships

Type ones in a relationship can show great care for their partner. Like how they are prepared to go to the end of the world to protect what they believe to be right, they are also going to great lengths for their partners. This is why this type usually forms a very deep connection with their partner and embraces them with much care and adoration.

On the other hand, being Perfectionists, they can't help but notice details in partners' behaviors that, in their system of values, may be „wrong.“ Instead of communicating with these hiccups, they tend to repress them. Once these repressed critiques and comments accumulate, they can sometimes come out all at once, causing them to burst with anger.



When these pairs find themselves in a situation where the „cat is out of the bag,“ the question of which way to go about everything becomes imminent. The course from there, however, depends mainly on the way that the partner receives this energy. If these pairs find a way to work things out, discuss, and re-adjust, their mutual understanding may grow even further. If this doesn't happen, on the other hand, and partners fail to reconcile, it is less likely that their devotion to the relationship will last.

Career

By being rigorous, precise, and systematic, Type ones are usually seen as hardworking folk. Since they are great at creating new rules and sticking to these, they typically have a strong understanding of all the (background) processes that go into their work. Such awareness makes them great at passing this knowledge on to others.

Perfectionists can thrive when given an opportunity to conduct themselves and rely on their natural preciseness and attention to detail. When supported by a well-organized environment, they rarely take issue with taking on significant challenges. To have such preparedness to act boldly, they have to be able to rely on the stability of conditions that surround them, which includes not only the environment but also the coworkers and the relationships that they have with them.

Some of the jobs that Type 1-s may enjoy: **Planners, organizers, managers** of all sorts of processes, **Financial accounting**, being **Mentors**, and **Teachers**.

Your introversion vs extraversion balance

Celebrities



Natalie Portman



Michelle
Obama



Tina
Fey



Steve
Jobs

Movie Characters



Hermiona
Granger



Bruce
Wayne



ThePersonalityLab

Values assessment

extended report

9-6-2023

"All decision-making is a values-clarifying exercise."

Tony Robbins

your online result



Ethics

moral behavior

01

Info

People who value ethics often stand guard over morality. They actively oppose unethical actions and are able to assess the situation well through a broader perspective. They are excellent at making objective judgments.

Strengths

People who value ethics can be relied on because they follow clearly defined rules in their lives. They are also consistent in their beliefs and will defend them for the general good.

Risks

A distorted sense of ethics can lead to a misjudgment of reality. You should remember that not everything is black or white.

Questions

Why is it important to follow ethics?

Do you see any changes in human morality?

What role does ethics play in today's world?



Authenticity

truthfulness, genuineness

02

Info

Authentic persons do not have to prove anything to others. They are themselves in every situation. When asked for their opinion, they will give an honest answer, even if their opinion is not popular. They do not find themselves in an environment where lying or lack of honesty often occurs.

Strengths

People who value authenticity generally have no problems with self-acceptance. They can easily see falsehood or insincerity in the behavior of others.

Risks

Not all people want to be confronted with the truth. Sometimes it can be uncomfortable or painful for them. It is worth knowing how to be tactful.

Questions

Are you authentic in all areas of your life?

When was the last time you pretended to be someone other than you really are?

How do you respond to insincerity or lies?



Trust

a belief in someone or something

03

Info

We all have to rely on something. Sometimes it's family and friends. Sometimes business partners or the government. Trust is a particularly important value because many aspects of our daily life are based on it.

Strengths

Trust allows you to build strong relationships with other people. Often they will have values similar to ours.

Risks

Be careful with whom you trust. Not everyone has sincere intentions.

Questions

Who do you trust the most?

Who has recently trusted you?

When was the last time someone let your trust down?



Passion

a vocation or loved hobby

04

Info

Passion is an activity in which we find real pleasure. People with passion are very excited when their interests are discussed. They can talk about them for hours. The effects of their work can be impressive because they put a lot of heart into it.

Strengths

Passionates are very committed to their work. They get pleasure and satisfaction from doing it. They pay a lot of attention to details.

Risks

Sometimes you can get lost in your favorite activity. Do not forget about people who also need your presence and attention.

Questions

What is your greatest passion?

How much can your passion absorb you?

How has passion changed your life?



Courage

fearlessness, bravery

05

Info

It's about being ready to follow your heart and acting according to your values. Courageous people are seldom satisfied with compromises. They take what they want from life or are determined to find a way to achieve it.

Strengths

The courageous have a chance to achieve what some are even afraid to dream about. In their struggle, they are accompanied by self-confidence and their abilities.

Risks

Be careful not to confuse courage with bravado. Courage comes from wisdom, and bravado comes from imprudence.

Questions

What do you owe to your courage?

What event has required the most courage from you?

Is there anything that you fear?



Discipline

obedience, self-control

06

Info

It is the ability to subordinate one's actions to the realization of a long-term plan. Disciplined people always have a goal in mind. They are also aware of how much they can achieve with their work and persistence if they really want something.

Strengths

It is a value characteristic of people who are determined and goal-oriented. They are able to give up temporary pleasures in favor of a postponed reward.

Risks

Be careful that you don't start demanding too much of yourself. It is possible that at some point we set ourselves too high expectations.

Questions

What goal are you currently working on?

What have you accomplished through discipline?

How do you deal with moments of weakness?



Commitment

engagement, support

07

Info

Commitment and involvement are very important values in working with other people. They build the image of a good employee and allow you to gain trust and respect. We are most willing to engage in things that are close to us and in line with our values.

Strengths

People who value commitment are very hardworking. They do their job reliably, keep their word and do not exceed the agreed deadlines.

Risks

It's easy to lose control of your commitments if you make too many of them. This requires good management of your energy.

Questions

What projects or activities are you currently most involved in?

What projects are you most eager to get involved in?

How do you deal with the sheer volume of responsibilities?



Teamwork

collaboration, synergy

08

Info

Teamwork proves that more can be achieved by working with others than by acting alone. This is a key value for people working on very complex projects. Team problem solving allows you to achieve goals more efficiently.

Strengths

People who value teamwork see that achieving great goals is only possible through collaboration with others. They actively care for the morale of the entire team.

Risks

When you value teamwork, you can only develop your full potential in a collaborative and synergy-oriented team.

Questions

Why is teamwork important in what you do?

What achievement was only possible because of teamwork?

What determines the success of a team?



Accountability

responsibility, dependability

09

Info

Responsibility is a much-appreciated value when talking about relationships with other people. It is important both personally and professionally. We feel safer around people we can rely on. Dependability is often the basis of trust.

Strengths

Everyone likes to work with responsible people. They are examples of professionalism and we trust them without fear. Responsibility also plays a key role in family life.

Risks

Too much responsibility we take on ourselves can be overwhelming in the long run.

Questions

How many people rely on your accountability?

From whom do you most expect responsibility?

Have you ever taken on too much responsibility?



Helpfulness

benevolence, service, altruism

10

Info

Altruists put other people's needs above their own. They devote a large part of their lives to helping those in need. Thanks to their sensitivity and empathy they are not indifferent to the problems of others.

Strengths

Helpful people are often highly motivated to act. Their willingness to help causes them to gather many thankful people around them.

Risks

Too much sacrifice can be destructive. Altruists should remember to meet their basic needs in order to continue with their mission.

Questions

Who have you helped recently?

What motivates you to help others?

Are you active in any charity?



Phone wallpaper

Your values always with you



The average user checks his smartphone 110 times a day.

What happens if you can remind yourself of your values every time you use your phone?

We have just prepared a wallpaper with your most important values. Do you want to try it out?

"Your fundamental values are ideas you need to carry with you, in your head and heart; if there are too many to immediately remember, then they can't matter enough to you."

Mandeep Rai, The Values Compass

scan to download



Values connections

The diagram below shows the relationship between your most important values. Not all connections may seem obvious at first glance. Give yourself time to think about it and you will see what underlies your values.



Diagram interpretation

Your **Ethics** value is significantly influenced by **Trust** and **Authenticity**.

Your **Authenticity** value is strongly supported by **Trust**.

Your **Trust** value is strongly supported by **Authenticity** and significantly influenced by **Courage**.

Your **Passion** value is significantly influenced by **Authenticity** and **Trust**.

Your **Courage** value is significantly influenced by **Authenticity** and **Trust**.

Related values

Below you will find information about values that are strongly related to your core values. Those that are marked with a star are already on your list.

Ethics is often related to **justice** and **equality**.

Authenticity is often related to **trust** and **honesty**.

Trust is often related to **health** and **respect**.

Passion is often related to **growth** and **family**.

Courage is often related to **adventure** and **health**.

Discipline is often related to **health** and **trust**.

Commitment is often related to **tolerance** and **helpfulness**.

Teamwork is often related to **meaningful-work** and **friendship**.

Accountability is often related to **trust** and **respect**.

Helpfulness is often related to **ethics** and **freedom**.

Other values

Related values that are not on your list:

justice, **equality**, **honesty**, **health**, **respect**, **growth**, **family**, **adventure**, **tolerance**, **meaningful-work**, **friendship**, **freedom**

"Our value is the sum of our values."

Joe Batten

Needs interpretation

ranking of your basic needs



Values and needs are interrelated. What we need most is what we consider valuable. Based on this assumption, we have prepared a report illustrating which basic need most influences your motivation. This information is very helpful in setting your next goals and sustaining your long-term motivation as you pursue them.

56%

According to Abraham Maslow, only 2% of the population satisfies its need for **self-actualization**. You did it. You have the chance to realize your own ideas. This is a privilege that brings great opportunities, and you should use them wisely. What do you currently consider an activity worthy of your commitment? Does it make a positive contribution to other people's lives as well? Make good use of **your potential**.

15%

The need for **security** currently requires a little bit of your attention. It is worth working on it to open up further development opportunities. Think about what area you feel insecure about and how you can regain your sense of control.

13%

There is an inner motivation in you to **learn** and **grow**. Enjoy it and consciously shape your life. Remember to take regular periods of rest from work so that you can return to your activities with new energy and ideas.

11%

There are still a few things you want to accomplish in the area of **self-confidence** and **esteem**. Think about what exactly you want to achieve and make yourself an action plan. Once you have satisfied this need, it will be much easier for you to devote more energy to development.

5%

Social needs play an important role in your life. Be systematic in working on them and don't give up. Once you are surrounded by people who care about you, you will be grateful for the work you put into building these relationships.

Safety

Description

The need for security comes right after the satisfaction of basic physical needs. In the most general terms, it can be assumed that it boils down to ensuring **order** and **predictability** in our environment. When satisfied, it provides a sense of control and creates conditions for the realization of higher needs.

Since the need for security is the **foundation of other needs**, its scope is very broad and includes values such as emotional security, social order, health, well-being, financial security.

15%

of your focus



Characteristics

People who value security definitely **avoid risk**. The desire to feel in control makes them try to have everything planned out. They can be relied on for many things because they are well organized and meticulous. Their **search for certainty**, stability and predictability makes them prudent in their decisions and may be reluctant to any kind of change.

How to fulfil

In order to comfortably move on to fulfilling other needs, you must first take care of your security and safety. This is the foundation on which you will build your life. Think about what exactly is making you feel insecure. Once you define the source, it will be easier to take the right action. Think about what options you have to **increase your sense of security**. You may want to ask for advice from someone who has struggled with problems similar to yours. Accept the fact that you can't control everything, and that's perfectly normal. Focus on the **things you have control over**.

Risks

Because the need for security is so important, there is a risk that you will give it **too much attention**. In a changing world, we can't predict and control everything. Constantly worrying about things that you have no control over will not bring anything positive and may affect your well-being.

Love & Belonging

Description

The need for love and belonging includes **romantic relationships**, **family** ties, **friendship**, and belonging to all sorts of **communities or groups**. It is about being loved and accepted as well as showing these feelings to others.

Maintaining a romantic relationship is an essential part of many people's lives. Building a relationship gives us a wide field for **development** and prompts us to work on values such as loyalty and trust.

Friendship widens the circle in which we are **accepted** and allows us to reciprocate all the benefits that come with it.

Membership in groups and organizations makes us **feel integral** to something much larger. Sometimes this can be accompanied by a religious or spiritual aspect.

5%

of your focus



Characteristics

The need to belong and be loved makes people more open to others. Special kindness, interest and willingness to help are noticed in their behavior. They are often characterized by **empathy**, **loyalty** and **tolerance**. They actively try to initiate meetings with their relatives and are involved in the matters of the community and groups with which they identify.

How to fulfil

One of the most important things you can do to satisfy this need is to build a **lasting relationship** with another person. In addition to this, it is good to take care to create good relationships in our immediate environment. Try to initiate conversations, show interest and offer help. Relationships with others require constant nurturing. This is a skill we should learn and gradually improve.

Belonging to clubs, associations or organizations can further deepen your sense of acceptance and being needed. This is a great way to start building your self-esteem.

Risks

The openness that comes from the need for love makes us **vulnerable** to being hurt by our feelings. Some may take advantage of the fact that this need is dominant at the moment and use us to achieve their own goals. Such situations make it easy to discourage you from building relationships.

There is also a risk that in order to satisfy our own needs we will subconsciously create ourselves as helpless and powerless. By evoking compassion and concern in others, we hope for a little love.

Esteem

Description

The need for respect concerns two areas. One is related to self-respect, personal dignity, and **self-esteem**. The second area is about how others perceive us and includes **recognition**, status, prestige, being noticed.

We all expect to some extent recognition for our work and our achievements. Through work and effort, we try to build self-esteem. This is a very important stage before further work on your own development, as it gives you **inner strength** and faith in your own abilities.

Characteristics

The fulfillment of the need for **recognition** and respect is often accompanied by attaching great importance to what others think of us. This stage is especially important for young people, because at the beginning of their journey they want to prove their worth. This need is clearly visible in the professional sphere. People who build a **reputation** and their own image can be willing to make sacrifices. Through their actions, they want to emphasize their own uniqueness or competence.

How to fulfil

To start gaining the appreciation of others you have to bring **positive value** to their lives. This could be doing work that solves important problems and brings help, or a special role we play in someone's life.

Once we begin to receive recognition and respect for what we do and who we are, our sense of self-worth will be affirmed and strengthened.

This process requires determination and can take a long time, so be patient. Set very specific goals and use all the motivation you have now.

Risks

Building your image without any work or effort can make us create only the **illusion of respect** and recognition. This approach will not give us a solid foundation for a stable self-esteem. The status and prestige thus created can be easily lost, and our self-esteem will be put to a difficult test. An example may be emphasizing the material status, which is not our merit.

Another disadvantageous method of satisfying the need for recognition is to surround yourself with people with low self-esteem and few achievements. The contrast created in this way is to **emphasize our status** and highlight our achievements. However, it will slow us down in terms of our own development.

11%

of your focus



Growth

Description

Growth is a common feature of all living beings. As part of this need, we can talk about physical, emotional, intellectual and spiritual development. This is the time when we can devote ourselves to what fascinates and attracts us. It makes us change, and with us our view of the surrounding world.

This is a need resulting from **intrinsic motivation** and therefore everyone will approach its implementation differently. As a result, it provides us with a healthy and satisfactory functioning in society. It prevents us from experiencing boredom and avoid stagnation.

13%

of your focus



Characteristics

There is no room for boredom in the lives of development-oriented people. They perform their tasks very well, but may lose interest as soon as routine appears. They have **open minds** and the **courage to change**. They are attracted to adventures and challenges, and at the same time they do not lack ambition and determination. They often show expert knowledge in a given topic and are passionate about furthering their competences.

How to fulfil

Try to have a **balanced development** in the physical, emotional, intellectual and spiritual spheres. Devote an appropriate amount of time per week to each of them.

Since you are thirsty to discover new things, you must make sure to give yourself regular stimuli. **Take advantage** of opportunities that arise or create them yourself. This can include meeting interesting people, traveling, gaining new skills and experiences.

In addition to gaining broad knowledge, you may be interested in learning about a particular topic in depth. Let yourself be absorbed by it and see how much you are able to achieve. Try to become an expert in a particular subject.

Make good use of your time, but don't forget to rest.

Risks

As we grow as human beings, we must be ready for the fact that, like a plant, over time we will need more space. **Space for our ideas** and ourselves. This will mean the need to end certain phases. It may be a change of job, a change of residence, an end to certain relationships. Be aware that such situations will arise and will require difficult decisions. This is also part of growing.

Make sure that the direction of your growth does not carry negative consequences for others. In addition to focusing on yourself, find a place for the other person. Let your development serve others as well.

Self-actualization

Description

Self-actualization is the use of one's full potential, skills and talents on the path to achieving a self-chosen goal. It manifests itself in performing work at the highest level. People who satisfy the need for self-actualization are based on **intrinsic motivation**. Mostly they are accompanied by a deep conviction of the great importance of what they do. The need for self-actualization results from our natural striving for development.

The way of realizing this need takes a **different form for everyone**. For some it may be helping others, for others it may be achieving success in sports, science or the arts. According to Maslow, only **2% of the population** is on the path of self-actualization.

56%

of your focus



Copyright © 2023 Personal Values. All rights reserved.

Characteristics

Although people satisfy their need for self-realization in various ways, there are several characteristics that they often have in common. It is the **ability to accept uncertainty**, spontaneity in action, full acceptance of oneself and other people, the ability to **concentrate on a specific issue**, high creativity, caring for the well-being of others, deep feeling of gratitude, need for privacy, democratic approach, **high moral standards**, unusual sense of humor. It is not necessary to have all the qualities at the same time because self-realization should be seen as a continuous process and not as an end point on the path of development.

How to fulfil

There is no one way to self-realization, but there are ways to give it a chance to occur in your life. One of the most important is to experience life the way children do. Like them, constantly **observe and absorb** what is new, unknown and interesting. Allow yourself to **explore** different aspects of life and the world. Constantly take opportunities to learn something completely new. Rely on your experiences and feelings instead of relying on tradition or opinion of the majority. Don't be afraid of responsibility and hard work. Always **live up to your values**, be honest and sincere in what you do.

Risks

Don't confuse self-realization with perfection. We will never be perfect. Self-realization is a **continuous process** and not a single event. Be ready for the fact that your views may not be popular. Consider whether you are inadvertently causing damage to your environment while pursuing your aspirations. The fact that you follow your own path may mean that not everyone will be able to follow you.

19 of 20

Result cards

always close to you

If you want to live up to your values, you need to remember them. It seems obvious, but many people don't pay enough attention to it. Just preparing a list of personal values is barely the beginning. Real change comes in small everyday steps.

Try to remember the five most important values. To help yourself with this, you can print this sheet and cut out the cards with your values. Keep this cards with you at all times.

You should be as close as possible to the values you choose in the first days after preparing the list. Make reading your list one of the first things you do in the morning and the last thing you do before falling asleep.

If you remain aware of your values, you'll increase your chances of making favorable choices. A personal list of values can be a compass, which in moments of doubt will remind you in which direction you want to go. Use this knowledge as often as possible. For almost every daily activity and choice. Thanks to this, you will avoid the wrong paths or going around in circles.

I'm glad to support you.



Place it in your wallet



Place it on the nightstand



Pin it on the fridge



Pin it on a cork board

Personal Values
personalvalu.es

DATE
9-6-2023

TOP VALUES

1. **Ethics**
2. **Authenticity**
3. **Trust**
4. **Passion**
5. **Courage**

Your result



Personal Values
personalvalu.es

DATE
9-6-2023

TOP VALUES

1. **Ethics**
2. **Authenticity**
3. **Trust**
4. **Passion**
5. **Courage**

Your result



Personal Values
personalvalu.es

DATE
9-6-2023

TOP VALUES

1. **Ethics**
2. **Authenticity**
3. **Trust**
4. **Passion**
5. **Courage**

Your result



Personal Values
personalvalu.es

DATE
9-6-2023

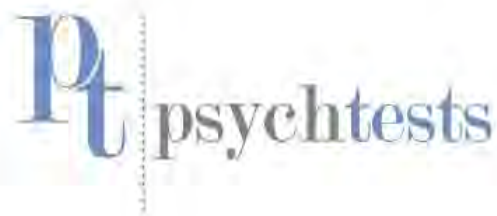
TOP VALUES

1. **Ethics**
2. **Authenticity**
3. **Trust**
4. **Passion**
5. **Courage**

Your result



V. Leadership Skills Test



Leadership Skills Test

Report for: Omair Mustafa

Completion: September 6, 2023

Tests on this site are intended for personal use only.
Use for professional purposes is strictly prohibited.

© 2023 PsychTests AIM Inc.

Table Of Contents

Table Of Contents

Table Of Contents	1
Summary	2
Introduction	3
Graphs	4
Details	5
Strengths & Limitations	7
Advice	8

Summary

Summary

What is leadership? Leadership is getting other people to follow you towards a common goal, bringing out the best in the people around you, and helping people find a greater meaning in the everyday tasks they are asked to perform. A person who possesses the ability to lead is a great asset to any organization, group, or department.

Overall results



You appear to possess most of the qualities needed to be a great leader. Whether you've worked hard to develop your leadership qualities or you're one of the lucky ones to be born that way, you are in a great position to lead a group towards success! Leadership abilities are in high demand...and you've got what it takes. Your score indicates that you are quite competent and know how to handle groups of people with finesse. As you surely realize, leadership comes with a wide range of responsibilities and pressures. While it may be a lot of weight to carry on your shoulders, you appear to be well-equipped to deal with it. You're a natural!

Introduction

What is leadership? Leadership is getting other people to follow you towards a common goal, bringing out the best in the people around you, and helping people find a greater meaning in the everyday tasks they are asked to perform. A person who possesses the ability to lead is a great asset to any organization, group, or department.

Research has revealed that effective leaders possess a specific personality profile. In essence, people who emerge as natural leaders set clear guidelines for behavior, reward good performance, provide feedback, and take a management role in assigning tasks to others. They also possess, among other things, high emotional stability, good motivational and mentoring skills, a strong vision for success, and can share this vision in a way that inspires others. Unfortunately, those whose personalities differ greatly from this ideal will likely feel unnatural leading others, and may end up struggling should they find themselves in such a position.

To be an effective leader takes hard work. Those who have the desire and the determination to sharpen their wits, hone their skills, and accentuate their virtues can pull away and deftly lead others to success.

Among the list of most influential leaders of the 20th century (according to a poll on Time.com) are Winston Churchill, Nelson Mandela, Franklin Roosevelt, and John F. Kennedy.

Graphs

Graphs

Overall results



Micromanagement



Long-term Planning



Communicating Vision



Emotional Control



Motivating



Details

Details

Overall results (score 89)

You appear to possess most of the qualities needed to be a great leader. Whether you've worked hard to develop your leadership qualities or you're one of the lucky ones to be born that way, you are in a great position to lead a group towards success! Leadership abilities are in high demand...and you've got what it takes. Your score indicates that you are quite competent and know how to handle groups of people with finesse. As you surely realize, leadership comes with a wide range of responsibilities and pressures. While it may be a lot of weight to carry on your shoulders, you appear to be well-equipped to deal with it. You're a natural!

Overall leadership aptitude.

Micromanagement (score 6)

Your responses suggest that you are a very flexible manager who is willing to provide employees with sufficient autonomy. You appear to be totally comfortable delegating tasks to others, and are willing to place your trust in your employees' competence. This fosters a strong sense of empowerment and pride in those you lead. Individuals who have a tendency towards micromanagement prefer to run a tight ship... to an excessive degree. They believe that in order for their company or department to be successful, they must control everything that goes on in it. As a result, they are often reluctant to delegate and to trust their employees, ending up overwhelmed with work. Their lack of trust toward their employees' skills, combined with their overly controlling behavior, can significantly undermine employee morale and commitment.

Assesses whether a person tends to control everything employees do.

Long-term Planning (score 95)

To effectively guide others and a company to success, a leader must not only develop a solid vision and plan of action, but it is also necessary that he or she set appropriate goals in order to attain these future objectives. Fortunately, this is an area in which you will likely excel. You are well aware of the need to plan for the long-term, and will take all the necessary steps required to accomplish this. It is essential to have a concrete long-term plan and to set the goals needed to bring it to fruition - the success of a company depends precisely on this. Moreover, people need to know, with absolute clarity, where the company is headed and what goals they should be aiming for in order to feel truly motivated by what they are doing.

Assesses whether a person has the ability to plan the future of a company.

Details

Communicating Vision (score 91)

According to your answers, you are able to envision a clear direction for your company and communicate your plans in a way that excites others. You seem to have the level of charisma needed to convince people that your ideas are worthwhile. This is an essential skill, because employees will be much more willing to achieve a goal if they are passionate about it. People who excel in this area are innovative visionaries who are confident in their ability to persuade and convince others. They consider it essential to make those they lead aware of, as well as part of, their vision.

Assesses the ability to share the overall vision of a company and to be able to convince others of this vision.

Emotional Control (score 70)

Your results indicate that your emotional control is fairly good, although there is still a little room for improvement. Overall, you don't seem to have too much difficulty monitoring and regulating your emotional responses and behavior, which will prove to be a useful skill when dealing with the pressure that comes along with many leadership positions. Both your relationship with your employees and the atmosphere you contribute to create will benefit from your poised and generally calm demeanor.

Assesses the ability to master one's emotions even during times of stress and frustration.

Motivating (score 95)

The motivating aspect of leadership is an essential skill - and an area in which you are doing very well. Your responses indicate that you seem to possess all the necessary skills and knowledge needed to help employees reach their full potential. Good leaders and motivators know how to draw out people's strengths. They actively seek out and value their employees' input, find different ways to motivate and inspire them, and make it a point to reward their hard work. In addition, they are well aware that in order to bring out the best in others, they themselves must be the ones to set the right example.

Assesses the ability to bring out the best in others.

Strengths & Limitations

Strengths & Limitations

The following is a summarized version of your results, categorized as Strengths, Potential Strengths, and Limitations.

Strengths

- You have good leadership potential
- You do not have a tendency toward micromanagement
- You are skilled at planning the long-term success of a company
- You are capable of communicating your vision for success
- You possess the skills and traits needed to be an effective motivator to those you lead

Potential Strengths

- You have relatively good emotional control

Limitations

- No limitations detected

One study of Fortune 1000 companies concluded that the overriding distinguishing feature of the companies that achieved a significant performance improvement was a change in leadership.

Advice

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."
John Quincy Adams

Below are some tips that can help you reach your full potential as a leader.

- **Encourage your employees to take more initiative.** There is always some risk involved in delegation. At first, your employees may not do the job as well or as fast as you would. They may make some mistakes. Recognize that errors are part of the learning experience, and are a necessary step in the development of employees' potential. Provide encouragement and advice, and reward them if they go the extra mile.
- **Show appreciation.** Employers should be aware that on a day-to-day basis, all they need to do to keep an employee motivated is offer an emphatic "Thank you!" or "Good job!" when appropriate.
- **Take the time to figure out what is really important to the organization.** Pursuing something that doesn't lead to organizational goals is generally a waste of time. Why spend precious energy working towards something if it doesn't help you and the rest of the team achieve your objectives? Define what it is that needs to be accomplished, along with the smaller steps that will need to be carried out along the way.
- **Provide all the resources employees need for improvement.** Ensure access to information, educational resources, and support. In addition, make sure that employees have enough time to fulfill the task. Be available in case they have questions.
- **Define the goals of the organization and make sure that everyone keeps them in mind.** You may want to post them in strategic places or even send memos. Make sure that the goals are reasonable and that the people who will be responsible for implementing them have had some say in the matter. Keeping people moving towards goals will ensure that the company has a forward momentum.
- **Enlist the advice of higher-ups, subordinates and colleagues.** Everyone in the department and organization has to live with the company's vision; therefore, it makes sense that a wide variety of people take part in its development.
- **Be aware of the benefits of collaborating with employees.** It helps establish a rapport with subordinates as well as develops future leaders. Each time you ask for help, you send the message that every person's input is important and valued, not to mention help improve the skill level in your department.
- **Don't micro-manage!** Give employees guidelines about what you expect from them and let them figure out their own way of getting there. Many employees dislike ambiguity, but they also dislike being told exactly how they are supposed to do their job. There are many ways to get to the same goal. Let the employees own the process. Having a say in how they do their job motivates people. They may also know of alternatives you had never even thought about!
- **When an employee makes a mistake, don't rub it in.** Clearly and briefly state what happened, why, and the consequences of the mistake. If possible, let them correct it. Give them instructions and advice so that they solve the problem on their own. Instead of analyzing in excruciating detail the failure, try to focus on what they can do to avoid that kind of error in the future.
- **Don't try to take on too much at once.** Trust that your employees can handle things if you assign more tasks to them. Making sure that your own workload is the right size will be good for everyone because you will have more time for your managerial duties, such as giving feedback and overseeing the big picture.
- **When delegating tasks, make sure that you are being reasonable.** The task should fit the person, meaning that s/he should be qualified, have room in his/her schedule, and have some say as to whether it is possible to get it done on time without being overloaded.
- **Establish a trusting relationship with your employees.** You're unlikely to feel comfortable assigning important tasks to your employees if you don't trust that they are going to get them done well. Gradually assign more and more difficult tasks that require increasing responsibility. You should then be able to trust their ability to get things done. If you don't, you should explore the reasons for it. Are you reluctant to relinquish control, or is your employee really not capable?

Advice

- **When offering negative feedback, be prepared to present some options and solutions.** You're unlikely to feel comfortable assigning important tasks to your employees if you don't trust that they are going to get them done well. Gradually assign more and more difficult tasks that require increasing responsibility. You should then be able to trust their ability to get things done. If you don't, you should explore the reasons for it. Are you reluctant to relinquish control, or is your employee really not capable?
- **If you have decided to give an employee a reward for hard work, give them a choice whenever possible.** If the employee has a family, for instance, s/he may prefer to take paid time off rather than receive a monetary reward.
- **Feedback should be immediate and relative to the achievement.** The greater the achievement, the larger the reward should be. It won't do to simply say thank you to an employee who single-handedly snagged a million-dollar deal, for instance. Some compensation is in order!
- **Visualize your goals.** Once you have a clear mental image of what it takes to reach your goals and you can actually imagine yourself carrying out those steps, then it will become much easier to guide others in following through with a plan. Imagining the rewards of achieving those goals can also serve as a powerful motivator.
- **Break it down into steps.** Any goal can seem overwhelming when you look at the big picture, but once you break it down into smaller, more "digestible" chunks, it suddenly seems doable. A first step towards buying a home, for example, may be establishing a budget and savings plan. Each time you complete one of the concrete, smaller steps, you will see your goal taking shape, and you will then feel more motivated to keep going.
- **Offer positive incentives to improve, not negative consequences for lack of improvement.** Don't make firing ultimatums unless the employee's performance is sub-standard and has been for a long time. Fear may be a good motivator in the short-term, but it certainly won't create a positive atmosphere in the work place. Promise increased salary, bonuses, or career advancement if the individual lives up to the expectations set forth - and be sure to deliver as promised.
- **Let your employees find their own way.** You will only de-motivate them and undermine their opinions if you step in when it isn't necessary to do so. Offer guidance rather than telling them what to do.
- **Let your employees find their own way.** You will only de-motivate them and undermine their opinions if you step in when it isn't necessary to do so. Offer guidance rather than telling them what to do.
- **Be there for your people.** Encourage their ideas, be there to give suggestions, and don't criticize them when they make a mistake. Be their biggest cheerleader.
- **Understand the needs and major motivators of your employees.** Adjust your approach accordingly. There is no need to treat all employees exactly the same way, as long as they perceive the treatment to be fair and equitable. For example, Mindy may appreciate flextime to spend more time with her family, while Debra prefers an opportunity for advanced training.
- **Make communicating your vision a part of the routine.** On all hand outs and memos provided to employees, also print the vision statement. This will ingrain the statement into their minds without pushing it too much. Periodically discuss how different decisions and behaviors will affect the vision of the organization.
- **Communicate your own excitement about the vision.** Managers tend to set an example that is then modeled by employees. Therefore, if you are excited about the goals and behaviors set forth in the company's vision they may be too. If you find that you cannot really get excited about the vision, perhaps it needs to be reworked into something more enticing.
- **Be accepting of employees' ideas.** By being open to employees' ideas, they will likely be more open to your own vision.
- **If confidence is an issue for you, work on it.** Part of being able to convince others of your ideas is self-confidence. If you are not sure of yourself, others will find it difficult to place their trust in you as well.
- **Prepare your arguments.** To plead your case in court, you wouldn't go in unprepared, would you? Do the same when presenting a new idea to employees. Try to anticipate questions they may have and prepare solid responses.
- **Don't be too proud to ask for help.** Yes, you are/will be the manager. That does not mean however, that you have all the answers or have no weak areas. Perhaps some of your subordinates possess expertise in areas that you don't. By asking for help you can save time, energy and stress.
- **Have regular meetings to ask for input and ideas.** By establishing a routine and formal place to receive input from employees, you send the message that their contribution is valued.

Advice

VI. Myers-Briggs Type Indicator



REALISTIC
PRAGMATIC
INVENTIVE
PROBLEM SOLVER
TROUBLESHOOTER
RESOURCEFUL
PRACTICAL
ANALYTICAL
REASONABLE
LOGICAL
GREGARIOUS
FUN LOVING
ENERGETIC
ACTIVE
ENTHUSIASTIC
ASSERTIVE
ADAPTABLE
FLEXIBLE
SPONTANEOUS
RISK TAKER

MYERS-BRIGGS TYPE INDICATOR® TYPE DESCRIPTION

Omais Mustafa

istj	isfj	infj	intj
istp	isfp	infp	intp
estp	esfp	enfp	entp
estj	esfj	enfj	entj

Extraversion | Sensing | Thinking | Perceiving

ESTPs are energetic, active problem solvers who respond creatively to challenging situations in their environment. They focus on the here and now and enjoy each moment that they can be actively involved in achieving immediate results.

They value home, family, health, financial security, and prestige.



+1 800 624 1765 | www.themyersbriggs.com

Myers-Briggs Type Indicator® Type Description Copyright 2007, 2014 by Peter B. Myers and Katherine D. Myers. Report developed by Allan L. Hammer Myers-Briggs Type Indicator, MBTI, the MBTI logo, and The Myers-Briggs Company logo are trademarks or registered trademarks of The Myers & Briggs Foundation in the United States and other countries.



estp

Characteristics of ESTPs

- ESTPs live in the here and now.
- They are willing to take risks.
- ESTPs act energetically to solve whatever problem is most pressing at the time.
- They enjoy material comforts and style.
- They love life and immerse themselves in it.

ESTPs with Others

- ESTPs are popular companions for parties and recreational activities because of their zest for life and their enjoyment of the moment.
- Others respond to their enthusiasm and good humor.
- Their excitement and enthusiasm make them fun to be around.
- They will respond to whatever comes up in a relationship.
- They are committed to making the most of the moment.



ESTPs at Work

- ESTPs develop easy ways to do hard things, and they make their work fun.
- They don't let rules or standard procedures interfere with getting the job done.
- They are good team members and can pull conflicting factions together.
- ESTPs are experts at seeing the need of the moment and responding quickly to meet it.
- They can be gifted problem solvers because they focus on the current situation and accept the reality of what exists.
- Because they are not bound by a need to follow standard procedures or preferred methods, they are often able to see ways of achieving a goal by "using" the existing rules, systems, or circumstances in new ways, rather than allowing them to be roadblocks.
- ESTPs do best in jobs requiring a practical and realistic approach to problems, action, and adaptability. Examples are engineering, police work, marketing, construction, recreation, food service, and any job requiring troubleshooting.
- They are likely to be bored in a job that requires them to work on abstract problems or engage in long-range planning.

Potential Blind Spots for ESTPs

- If ESTPs have not developed their Sensing preference, they may not take in enough facts and then rush into premature action.
- If they have not developed their Thinking preference, ESTPs will not have a useful way of sifting through and selecting from the barrage of incoming sensory data. They may then make poor decisions and have difficulty setting priorities.
- If their Thinking preference is undeveloped, their decisions may be limited to gratification of their sensual desires, particularly those involving physical challenge and risk.
- Also, they may have no standards for their behavior, or no direction and purpose in their life.
- ESTPs may lack stick-to-itiveness; if so, they are in danger of overindulging their love of a good time.

8. Leadership Development Programs

Material Type(s)

	Written articles in refereed and non-refereed journals.		Corporate/strategic plans.
	Authored books and book chapters.	8.1-8.3	Leadership development programs.
	Composed electronic web documents.		Submissions to government.
	Addresses at meetings (e.g., to Conferences, Board meetings, shareholders meetings).		Professional development workshops
	Public lectures.		Leadership reports.
	Presentations as a guest speaker in professional societies or community organisation meetings.		Leadership evaluations.
	Articles in newsletters and magazines.		Annual reports indicating contributions of the DBL participant
	Performance agreements and management plans.		Research reports
	Corporate policy documents.		Other

Material Overall Brief

The material(s) presented herein are related to the leadership development courses, as part of executive education, which have been undertaken by the researcher in the last 6 years. The material(s) included are briefed hereunder:

8.1

The researcher attended on-campus and on-line executive education programs geared towards leadership development. These include: 'Strategy: Building and Sustaining Competitive Advantage,' 'Disruptive Innovation,' 'High Potential Leadership Program' as part of the 'Certificate of Management Excellence,' which the researcher earned in October 2018. He further pursued 'Financial Accounting' in October of 2019 and 'Economics for Managers' in January of 2020 in preparation to complete the coveted 'Program for Leadership Development'. The certificates are provided as evidence to the completion of the program(s).

8.2

The researcher attended "Leading Change" executive education program by the London Business School in May of 2021 geared towards understanding transformative change and how to harness it to propel organization growth and maximize impact. The certificate is provided as evidence to the completion of the program.

8.3

The researcher, as an alumnus of University of New South Wales, has attended three courses in the annual 'Learning to Lead with UNSW' program for Alumni. 'Leading from the Heart' was the focus of September 2021 session, 'Leadership for a better World' was the focus of the September 2022 session, and 'Leading the Future' was the focus of the June 2023 session. Course badges from Credly are provided as evidence of completion.

I. Harvard Business School



**HARVARD
BUSINESS SCHOOL**

Executive Education

Omar Mustafa
King Abdulaziz Road
Riyadh, 13326
Saudi Arabia

October 26, 2018

Dear Omar,

Congratulations on completing the Harvard Business School Certificate of Management Excellence. In recognition of your commitment to continued learning, we are pleased to award you the following benefits:

- A complimentary, one-year subscription to Harvard ManageMentor®, the premier on-demand learning and performance support resource designed for leaders and managers to address a broad array of timely business challenges.
- Regular invitations to Harvard Business Review's live webinars to hear the latest thinking and proven practices from world-class academic and business experts.

Complete instructions for accessing these benefits will be sent via email in 4-6 weeks. Please look for this email from exedcertificateprogram@hbs.edu.

In addition, we invite you to announce your successful completion of the HBS Certificate of Management Excellence in the education section on your LinkedIn profile. Please use the following format.

School: Harvard Business School Executive Education

Field of Study: Certificate of Management Excellence

Year: Year of final program

Description: List the three programs you completed (They are listed on your Certificate.)

Congratulations again on earning your Certificate!

Best,

Sandrine Crener-Ricard
Portfolio Director



H A R V A R D | B U S I N E S S | S C H O O L

THE CERTIFICATE OF MANAGEMENT EXCELLENCE
HAS BEEN AWARDED TO

OMAIR MUSTAFA

HAVING SUCCESSFULLY COMPLETED

STRATEGY: BUILDING AND SUSTAINING COMPETITIVE ADVANTAGE

DISRUPTIVE INNOVATION

HIGH POTENTIALS LEADERSHIP PROGRAM

IN WITNESS WHEREOF
THE OFFICIAL SIGNATURE AND SEAL
ARE HERETO AFFIXED

DONE AT BOSTON, MASSACHUSETTS,
THIS TWENTY-SIXTH DAY OF OCTOBER, TWO THOUSAND EIGHTEEN

LUIS VICEIRA
SENIOR ASSOCIATE DEAN, EXECUTIVE EDUCATION



H A R V A R D | B U S I N E S S | S C H O O L

OMAIR MUSTAFA
HAS SUCCESSFULLY COMPLETED
STRATEGY: BUILDING AND SUSTAINING
COMPETITIVE ADVANTAGE

JUNE 3 – 8, 2018

IN WITNESS WHEREOF
THE OFFICIAL SIGNATURE AND SEAL
ARE HERETO AFFIXED

DONE AT BOSTON, MASSACHUSETTS

RAFFAELLA SADUN, FACULTY CHAIR



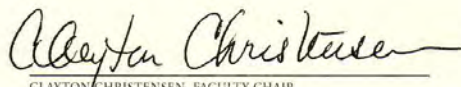


HARVARD | BUSINESS | SCHOOL

OMAIR MUSTAFA
HAS SUCCESSFULLY COMPLETED
DISRUPTIVE INNOVATION
JULY 9 – 14, 2018

IN WITNESS WHEREOF
THE OFFICIAL SIGNATURE AND SEAL
ARE HERETO AFFIXED

DONE AT BOSTON, MASSACHUSETTS


CLAYTON CHRISTENSEN, FACULTY CHAIR



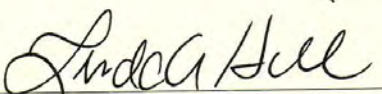


HARVARD | BUSINESS | SCHOOL

OMAIR MUSTAFA
HAS SUCCESSFULLY COMPLETED
HIGH POTENTIALS LEADERSHIP PROGRAM
OCTOBER 21 – 26, 2018

IN WITNESS WHEREOF
THE OFFICIAL SIGNATURE AND SEAL
ARE HERETO AFFIXED

DONE AT BOSTON, MASSACHUSETTS


LINDA A. HILL
FACULTY CHAIR





**Harvard Business
School Online**

Omar Mustafa

has successfully completed the
Harvard Business School Online Certificate Program

ECONOMICS FOR MANAGERS

This certificate program helps participants understand and
apply core economic frameworks to a broad range of business
decisions, with a particular focus on strategy and marketing.

BOSTON, MASSACHUSETTS, JANUARY 31, 2020

BHARAT N. ANAND
Henry R. Byers Professor of Business Administration
Harvard Business School

CERTIFICATE OF COMPLETION



**Harvard Business
School Online**

Omar Mustafa

has successfully completed the
Harvard Business School Online Certificate Program

FINANCIAL ACCOUNTING

This certificate program teaches the fundamentals of building,
interpreting, and analyzing financial statements.

BOSTON, MASSACHUSETTS, OCTOBER 25, 2019

V.G. NARAYANAN
Thomas D. Cassady, Jr. Professor of Business Administration
Harvard Business School



CERTIFICATE OF COMPLETION

II. London Business School



III. University of New South Wales



This badge was issued to [Omair Mustafa](#) on September 02, 2021

[Verify](#)[Celebrate](#)



Learn to Lead with UNSW
20 AUGUST – 3 SEPTEMBER 2021

Learn to Lead with UNSW 2021

Issued by [UNSW](#)

Learn to Lead with UNSW is a specially curated short course for UNSW alumni on the topic of leadership. Facilitated by UNSW academics, alumni and industry experts, Learn to Lead draws upon research and knowledge from across the University and community more broadly. Presented in modules, covering four distinct yet interconnected areas of leadership, this short course is relevant for any leader, no matter career stage, role or experience.

[Learning](#)[Free](#)

Skills

[Decision Making In Uncertain Environments](#)[Influencing Through Communication](#)[Leadership](#)[Leading For Social Impact](#)



This badge was issued to [Omair Mustafa](#) on September 09, 2022

[Verify](#)[Celebrate](#)



Learn to Lead with UNSW
29 AUGUST – 11 SEPTEMBER 2022

Learn to Lead with UNSW 2022

Issued by [UNSW](#)

Learn to Lead with UNSW is a specially curated short course for UNSW alumni on the topic of leadership. Facilitated by UNSW academics, alumni, and industry experts. Learn to Lead draws upon research and knowledge from across the University and community more broadly. Presented in modules, covering four distinct yet interconnected areas of leadership, this short course is relevant for any leader, no matter career stage, role, or experience.

[Learning](#)[Weeks](#)[Free](#)

Skills

[Environmental Sustainability](#)[Leadership](#)[Leading For Social Impact](#)[Sustainable Investing](#)[Sustainable Leadership](#)



This badge was issued to [Omair Mustafa](#) on June 22, 2023

[Verify](#)

[Celebrate](#)



Learn to Lead with UNSW 2023

Issued by [AGSM@UNSW Business School](#)

Learn to Lead with UNSW is a specially curated short course for UNSW alumni on the topic of leadership. Facilitated by UNSW academics, alumni, and industry experts. Learn to Lead draws upon research and knowledge from across the University and community more broadly. Presented in modules, covering four distinct yet interconnected areas of leadership, this short course is relevant for any leader, no matter career stage, role, or experience.

Learning

Weeks

Free

Skills

Business Innovation

Digital Transformation

Digital transformation Ethics and responsibility in technology