

University of Cambridge  
Executive Education



**Senior Executive Leadership and Trust Programme**  
**Dubai, UAE**  
23 - 24 March 2015



**Executive**Education



## Senior Executive Leadership and Trust Programme – 23<sup>rd</sup> – 24<sup>th</sup> March 2015

### Session Summaries and Learning Outcomes

#### Day 1 - Theme 1: Leadership and trust

	Context	Objectives	Outcomes
9:00-12:30	In this session we look at the core principles of leadership and trust. We will focus in particular on building the leadership relationship, between leaders and their key constituencies.	<b>Leadership and trust</b> <ul style="list-style-type: none"> <li>To explore the key elements of leadership as well as the attitudes underlying successful leaders and their relationships.</li> <li>What might be done to enhance these attitudes?</li> </ul>	<ul style="list-style-type: none"> <li>Develop awareness of key personal assumptions underlying communications.</li> <li>Build leadership and trust capabilities within participants.</li> </ul>
14:00-17:30	<p>How can individual leaders influence employees to perform at their best and build appropriate relationships to do so? How can leadership behaviours of authenticity and high emotional intelligence build a culture of trust?</p> <p>Leaders need to learn how to adjust their style /approach based upon the circumstances and conditions that they encounter in their environments.</p>	<b>Personal leadership and leading others</b> <ul style="list-style-type: none"> <li>To bring the latest state-of-the-art thinking about leadership to discuss with participants how they see their roles and behaviours within their part of the business.</li> <li>To look into the needs of employees and `followers' and how these needs can best be delivered.</li> <li>To build an understanding of what really drives people to perform at their best on behalf of the organisation and the kind of motivation and inspiration they respond best to.</li> </ul>	<ul style="list-style-type: none"> <li>Identify what followers need and want in the organisation.</li> <li>Build leadership responses that deliver employee commitment and engagement in a climate of trust.</li> <li>Differentiate between leadership and management.</li> </ul>

## 2. Overview of Sessions

### Day 2 - Theme 2: Behavioural Economics and impact on leadership and trust; Leadership and governance

	Context	Objectives	Outcomes
9:00-12:30	Developing an understanding of psychology and real-world experience and the behaviour of people in a business and economics framework can contribute to our development of a culture of trust and leadership	<b>Behavioural Economics and impact on leadership and trust</b> <ul style="list-style-type: none"> <li>To analyse aspects of behavioural economics and inform our objectives as current and future business leaders.</li> <li>To learn from the erosion of trust in a post-financial crisis world</li> <li>To understand key areas of behavioural economics and how these can impact leadership and trust and how best to respond as leaders</li> </ul>	<ul style="list-style-type: none"> <li>Understand how to build and maintain a culture of trust.</li> <li>Learn how to minimise organisational risk and implement change where necessary.</li> <li>Develop core understanding of Behavioural Economics</li> </ul>
14:00-17:30	For the organisation to be effective, leaders have to make choices about structure and organisational design and governance and also how to ensure sustainability through innovation and effectiveness.	<b>Leadership and governance</b> <ul style="list-style-type: none"> <li>To look at how leaders identify and develop key elements of governance such as values, culture, and structure to lead their organisation effectively</li> <li>To focus on the choices that effective leaders make and what excellence can look like in this crucial domain.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate how leaders can deliver core governance outcomes.</li> <li>Understand the choices and options available for leaders in the governance domain.</li> <li>Develop and implement a high impact trust plan.</li> </ul>



**University Senior Lecturer in Corporate Governance  
Co-Director of the Centre for International Human Resource Management  
University of Cambridge, Judge Business School**

Dr Philip Stiles developed the Global Human Resource Research Alliance, a research group involving 30 blue-chip companies worldwide. The project represented the most comprehensive worldwide research study in the subject. The contribution to knowledge was to identify both innovative and best HR practices within companies, and to show how human capital integrates with key dimensions of social and organisational capital. In his teaching, Dr Stiles has helped further develop the leadership capabilities of numerous senior and prominent executives from around the world and across the sectors through different leadership and management programmes. He has also taught on a number of Middle East based Leadership Programmes on behalf of Executive Education at the University of Cambridge Judge Business School



**Senior Teaching Faculty in Finance  
Director of the Executive MBA Programme**

**University of Cambridge, Judge Business School**

Khaled is a Senior Teaching Faculty member in Finance at the University of Cambridge Judge Business School.

Dr Soufani has published extensively in the area of financial management, corporate restructuring, M&A, private equity, venture capital and family business, and also the financial and economic affairs of small-medium sized enterprises. His work is widely cited and included in policy reports by organisations such as the EU, OECD, and the Institute of Directors and he is on the editorial board of a number of international academic journals. Before joining academia, Dr Soufani worked in investment banking in the area of bond and money market trading. He has an extensive and impressive track record in successful executive teaching and is currently Director of Cambridge Judge Business School's prestigious Executive MBA Programme for senior global executives.