

LEADERSHIP DEVELOPMENT PROGRAM

Berytech Leadership Development Program





Developing yourself as a Leader to enhance your influence and professional success.

Through this Development program, you will take your leadership skills to the next level through a variety of topics and workshops that will provide you with various tools and essential skills to develop and master various challenges you face as a leader. It will enable you to lead your team and organization in a more productive way, while establishing an engaging culture and healthy relationships.

The proposed topics are organized around the 3 major components of leadership

- 1. Leading yourself**
- 2. Leading a team and influencing others**
- 3. Leading an organization**

They have been integrated in a program incorporating the different competencies.

The program includes 2 parallel tracks developed to address specific managers and senior managers development needs in addition to a common program at the end around coaching as this was identified among the most critical behaviors to be incorporated in the organization's culture and developed in leaders and managers.



Program duration:

Friday from 3:00 P.M. to 7:00 P.M.
Saturday from 9:00 A.M. to 1:00 P.M.



Number of Modules:

8 modules for senior leaders
4 common modules



Location:

Saint-Joseph University premises



Teaching method:

- Interactive methods: Case studies, Teamwork, Role-play, Simulation, Debate, Brainstorming, Flipped classrooms and Presentations.
- Integration of technology: Power Point, Videos and Platforms



Modules for Senior Managers Leadership Program

1. Communicating and leading change

 **Thursday 18 of March 2021** | 3:00 to 7:00 | **Trainer:** Nicole Bakhache

2. Decision Making through Personal Leadership

 **Saturday 20 of March 2021** | 9:00 to 1:00 | **Trainer:** Jad Jreijiri

3. Agile Team Management

 **Friday 16 of April 2021** | 3:00 to 7:00 | **Trainer:** Rawad Assaf

4. Authentic Leadership

 **Saturday 17 of April 2021** | 9:00 to 1:00 | **Trainer:** Elie Dagher

5 & 6. Strategic leadership & team building

 **Friday 21 of May 2021** | 3:00 to 7:00 | **Saturday 22 of May 2021** | 9:00 to 1:00 | **Trainer:** Nicole Bakhache

7. Building a culture of innovation

 **Friday 11 of June 2021** | 3:00 to 7:00 | **Trainer:** Joelle Richa Fahed

8. Mediation and conflict resolution

 **Saturday 12 of June 2021** | 9:00 to 1:00 | **Trainer:** Jocelyne Gerges Karam

Common Training Program (Managers + Senior Managers)

9 & 10. Designing and leading business transformation

 **Friday 18 of June 2021** | 3:00 to 7:00 | **Saturday 19 of June 2021** | 9:00 to 1:00 | **Trainer:** Ralph Bou Nassif

11 & 12. Coaching for Leaders

 **Friday 25 of June 2021** | 3:00 to 7:00 | **Saturday 26 of June 2021** | 9:00 to 1:00 | **Trainer:** Joelle Richa Fahed

Senior managers Leadership Program

*Leading
yourself*

1. Communicating and leading change

 **Thursday 18 of March 2021 | 3:00 to 7:00**

Learning Outcomes:

At the end of the session, the managers will have

- Adopted the VUCA world approach to change versus the 8 steps (waterfall approach)
- Endorsed the skills needed to lead a team in times of change
- Experimented the U theory and related communication

Key concepts:

- The 8 steps change approach versus the VUCA world and Agile needs
- The collaborative approaches
- The U theory
- The 5th disciplines

References:

- John Kotter: Our iceberg is melting
- Peter Senge: The 5th discipline
- Otto Scharmer: The U theory
- Eric Berne: What do you say after you say Hello



Nicole Bakhache, is a trainer, advisor and development consultant to organizations and experienced people, Ms. Bakhache is well-established in the world of organizations with more than 25 years of management experience. She has developed a portfolio of important and successful interventions in organizational development projects, leadership training and coaching for various industries in Lebanon and the region. Expert at the Professional training Center of USJ.

Senior managers Leadership Program

*Leading a team
and influencing
others*

2. Decision Making through Personal Leadership

 Saturday 20 of March 2021 | 9:00 to 1:00

Learning Outcomes:

- Standards for Making Decisions: Self-Image, organizational Goals, Responsibility and Personal Accountability
- Preparations for Decision Making: Developing proper attitudes, refuse to be a hostage
- Making Decisions: Defining a clear set of personal values and goals. Gathering proper Data
- Implementing Decisions: Appropriate actions includes both attitudes and behaviors (Meta-competencies)

Key concepts:

- LMI™'s EPL program and Viktor Frankl's Logotherapy approach to values
- Self-Image, Personal Priorities, Highly Structured Goal-Seeking Organizational Behavior

References:

- <https://positivepsychology.com/viktor-frankl-logotherapy/>
- <https://www.lmicanada.ca/content/files/document/EPL%2012%20Outline.pdf>



Jad Jreijiri, holds a Master's degree in Licensee of Leadership Management International (LMI) in Lebanon. Jad has accompanied executives in various companies including: Byblos Bank, JWT, Metlife, Bank Bemo, HOLCIM, General Security Directorate, BLC Bank, Zakka Multitech, HEC, Indevco, Meker, Al Majmoua, C-Lab, Wondereight, Anghami and many other organizations and individuals. Currently, it recruits and trains LMI licensees in the following countries: Lebanon, Iraq, Egypt, United Arab Emirates, Poland, Bulgaria, Germany, Switzerland and Austria. Expert at the Professional Training Center.

Senior managers Leadership Program

*Leading an
organization*

3. Agile Team Management

 Friday 16 of April 2021 | 3:00 to 7:00

Learning Outcomes:

- An introduction to the principles of agile methodologies and how they differ from traditional management approaches
- Understanding the strategic advantage of adopting a decentralized management style within the organization with cross-functional teams as the unit of delivery
- Presentation of Scrum and Kanban, the two most widely adopted agile processes

Key concepts:

- * The 4 values of agile methodologies
- * Cross-functional and self-organizing teams
- * Continuous improvement using agile balancing metrics and retrospectives
- * Scrum and Kanban as practical agile methods

References:

- Scrum Mastery: From Good To Great Servant-Leadership by Geoff Watts (Author), Rebecca Traeger (Editor), Ole Storksen (Illustrator), Mike Cohn (Foreword), Esther Derby (Foreword)
- Kanban: Successful Evolutionary Change for Your Technology Business by David J. Anderson and Donald G Reinertse
- Agile Practice Guide Paperback – October 1, 2017 by Project Management Institute (Author)
- The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses Hardcover – Illustrated, September 13, 2011 by Eric Ries (Author)



Rawad Assaf, is a Founding Partner, leads consulting and coaching services, leads the development of the architecture of production grade solutions. Rawad is a multi-faceted technology consultant and product innovation specialist with a proven track record of building and managing high performance agile teams. Based on his experience as a principal software engineer at Murex -the leading provider of financial software for the Capital Markets industry- for more than 11 years and as the Chief Technology Officer at the UK Lebanon Tech Hub -the leading startup accelerator program in the emerging markets- Rawad brings together enterprise-class and startup agility to deliver large scale digital products in short periods of time. Expert at the Professional Training Center of USJ.

Senior managers Leadership Program

*Leading
yourself*

4. Authentic Leadership

 **Saturday 17 of April 2021** | 9:00 to 1:00

Learning Outcomes:

- Understand your Authentic Leadership Source
- Learn key Authentic Leadership Frameworks (and revisit supportive frameworks)
- Discover the challenges of being an Authentic Leader and practice outgrowing them

Key concepts:

- Defining Authentic Leadership
- Authentic Leadership Framework, EI 2.0 frameworks (briefly), 5 Dysfunctions of a team framework (briefly)
- Leadership Purpose Explorations (Visualization, reflections, diads)
- Self-Actualization/PEAK performance (Visualization, reflections, diads)
- Create your own Authentic Leadership Manifesto

References:

- Emotional Intelligence 2.0 de Travis Bradberry.
- Bury My Heart at Conference Room B de Stan Slap.
- PEAK: How great companies get their mojo from Maslow de Chip Conley.



Elie Dagher, for the last 7 years worked in Consulting and Tech/AI delivering best practices and implementing tools for companies of all sizes to be more sales effective. Elie is also a Professional certified coach. 3 years ago, he founded a self and collective leadership practice, coaching executives, entrepreneurs and other professionals on developing Emotional Intelligence, Leadership, and Communication Skills. Elie holds a Msc Degree in Operations Research with a minor in Entrepreneurship from Columbia University. Expert at the Professional training center of USJ.

Senior managers Leadership Program

*Leading a team
and influencing
others*

5 & 6. Strategic leadership & team building



Friday 21 of May 2021 | 3:00 to 7:00

Saturday 22 of May 2021 | 9:00 to 1:00

Learning Outcomes:

At the end of the session, the managers will have:

- Reviewed the MBO approach versus the MBCO (management by changing objectives)
- Experimented the fit to purpose organization design and talent acquisition
- Reviewed performance management concepts and 360 degrees approaches
- Stated the group dynamics aspect of leadership
- Diagnosed how to build trust in their teams to ensure business performance and growth
- Acquired tools to diagnose the need for a teambuilding approach and to design one

Key concepts:

- MBO & MBCO approaches
- Organization design
- Talent acquisition and multiple employment ways
- Performance management and reward
- Customer focus and 360 degrees feedback
- Group dynamics and team building
- The Trust equation and 5 levels of trust in a team

References:

- Peter Drucker
- David Ulrich
- Kurt Lewin
- Eric Berne
- Patrick Lencioni



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Senior managers Leadership Program

*Leading an
organization*

7. Building a culture of innovation

 Friday 11 of June 2021 | 3:00 to 7:00

Learning Outcomes:

- Recognize the key pillars to build an Innovative Organization
- Identify major roadblocks to organization's innovation
- Discover the Key leadership behaviors that enhance innovation
- Review the Organization culture's impact on innovation

Key concepts:

- The foundation of innovation
- Collaborative Culture
- Networking and Experimentation
- Learning agility
- Fixed vs growth mindset

References:

- The Business Model Innovation Factory: How to stay relevant when the world is changing by Saul Kaplan
- The invisible advantage: How to create a culture of Innovation by S.Kaplan
- From Good to Great: Why some companies make the leap and others don't by James Collins
- The discipline of innovation Harvard Business Review
- Mindset by Carol Dweck



Joelle Richa Fahed is the Founder and Managing Director of **Health First** and ImpactWise. Joelle has the exceptional ability to coach and develop people and grow organizations by combining her training and coaching expertise with her extensive management experience. She is a consultant, experienced trainer, and professional coach and an accomplished business leader, with more than 20 years senior management experience in the multinational industry, leading teams and organizations in more than 30 countries. She holds a Doctorate in Pharmacy, a Master as professional coaching consultant and numerous certificates in marketing, management and leadership. Expert at the Professional Training Center of USJ.

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8. Mediation and conflict resolution

 **Saturday 12 of June 2021 | 9:00 to 1:00**

Learning Outcomes:

- Understand the approach and principles of mediation
- Be able to identify situations in which mediation can address the issues at hand
- Understand and apply basic conflict resolution practices in the workplace

Key concepts:

- The Principles and Process of Mediation (4 stages of Mediation Process)
- Moving from Positions to Interests
- Understanding Conflict, its Evolution and Sources
- Glasl Model of Conflict Escalation and The Pinch-Crunch Model
- Goleman's Conception of Empathy
- Effective Reflective Listening
- Understanding Needs and emotions
- Core Concerns – Using Emotions as You Negotiate

References:

- «Active Listening». Inspiration. White Dove Books.
- Crucial Conversations Tools for Talking When Stakes Are High, Second Edition Paperback –by Kerry Patterson (Author), Joseph Grenny (Author), Ron McMillan (Author), Al Switzler (Author)
- Difficult Conversations: How to Discuss What Matters Most Paperback – Illustrated, November 2, 2010 by Douglas Stone, Bruce Patton, Sheila Heen
- Dictionnaire encyclopédique de la Médiation au service de la qualité relationnelle et de l'Entente Sociale, Jean-Louis Lascoux, ESF Sciences Humaines, 2019.
- Roger Fisher and Daniel Shapiro, Beyond Reason: Using Emotions as You Negotiate, Viking/Penguin, 2005.
- «Emotion and conflict» from the Beyond Intractability Database
- Getting to Yes: Negotiating Agreement Without Giving in, Revised 2nd edition, Penguin USA, 1991, Mayer, Bernard (27 March 2012).
- The Dynamics of Conflict: A Guide to Engagement and Intervention (2nd ed.). San Francisco, CA: Jossey-Bass.



Jocelyne Geroges Karam, with more than 16 years of experience as a Trainer and Communication Consultant, Mrs. Jocelyne Geroges Karam is a professional mediator, a university lecturer, a trainer, and a programs' consultant. Throughout her career, she delivered seminars and workshops on Communication, Negotiation, Mediation and Leadership to various audiences. A member of the Center for Professional Mediation at USJ, Mrs. Geroges Karam studied Translation at McGill University and holds a Masters in Intercultural Mediation; as a mediation expert and trainer, she currently gives seminars in commercial, social and intercultural mediation and coordinates mediation implementation projects. Expert at the Professional Training Center.

Common Training Program

(Managers + Senior Managers)

*Leading an
organization*

9 & 10. Designing and leading business transformation



Friday 18 of June 2021 | 3:00 to 7:00

Saturday 19 of June 2021 | 9:00 to 1:00

Learning Outcomes:

- Ability to assess the need for a transformation in your company / department
- Understanding the key success factors of business transformation
- Understanding the key principles to follow to design the right transformation program for you

Key concepts:

- We will cover essential concepts in designing and leading business transformations based on the influencing model, a change management framework developed by McKinsey & Company to navigate the shifts in people, processes, and focus when an organization must operate differently than it has in the past

References:

- <https://www.mckinsey.com/business-functions/organization/our-insights/the-four-building-blocks--of-change>
- <https://www.mckinsey.com/business-functions/transformation/our-insights/why-do-most-transformations-fail-a-conversation-with-harry-robinson>



Ralph Bou Nassif, is a seasoned strategy and transformation advisor with extensive experience with world leading management consulting firms McKinsey & company and Booz & company. An engineer and a graduate of management from HEC-Paris, Ralph has been serving companies, investment funds, family conglomerates, and governments for the last 15 years across Europe, the GCC, and Africa on strategy, growth and business transformation. Ralph is the co-founder and MD of StratHaus, a boutique strategy consultancy based in Paris. Expert at the Professional Training Center of USJ.

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11 & 12. Coaching for Leaders



Friday 25 of June 2021 | 3:00 to 7:00

Saturday 26 of June 2021 | 9:00 to 1:00

Learning Outcomes:

- Recognize the impact of a coaching culture in creating a productive work environment and improving employee engagement
- Establish a coaching relationship based on trust and accountability
- Master the different steps of the coaching process
- Identify the power of effective questions in unleashing people's potential and facilitating creative problem solving

Key concepts:

- The foundation of coaching
- Building rapport and trust
- Setting goals
- Active Listening
- Powerful questions
- GROW and CLEAR coaching model

References:

- Coaching for high performance by John Whitmore
- Performance Coaching by Carol Wilson
- Le métier de coach by François Delivré
- Co-active coaching: the proven framework for transformative conversations at work and in life by Kimsey-House et al.



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