

# 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 managers  
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 Managers' Leadership Program

## 1. Effective Communication Strategies to Improve Team Relationships

 **Friday 12 of March 2021** | 3:00 to 7:00 | **Trainer:** Jocelyne Gerges Karam

## 2. Know yourself and know others through Social Style

 **Saturday 13 of March 2021** | 9:00 to 1:00 | **Trainer:** Joelle Richa Fahed

## 3. Emotional Intelligence for Healthy Relationship

 **Friday 9 of April 2021** | 3:00 to 7:00 | **Trainer:** Nicole Bakhache

## 4. Building resilience and bounce-ability

 **Saturday 10 of April 2021** | 9:00 to 1:00 | **Trainer:** Jad Jreijiri

## 5 & 6. Profiling tools and leadership Style

 **Friday 23 of April 2021** | 3:00 to 7:00 | **Saturday 24 of April 2021** | 9:00 to 1:00 | **Trainer:** Tania Khalaf

## 7. Motivating and engaging people

 **Friday 28 of May 2021** | 3:00 to 7:00 | **Trainer:** Joelle Richa Fahed

## 8. Team Learning design methods

 **Saturday 29 of May 2021** | 9:00 to 1:00 | **Trainer:** Anis Abou Jaoude

## 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

# Managers' Leadership Program

Leading  
yourself

## 1. Effective Communication Strategies to Improve Team Relationships

 Friday 12 of March 2021 | 3:00 to 7:00

### Learning Outcomes:

- Learn about and apply giving and receiving feedback
- Learn and demonstrate two effective communication strategies to improve team relationships and dynamics
- Handle difficult conversations subtly and successfully

### Key concepts:

- Feedback Definition, Benefits, and Characteristics of Effective Feedback
- Types of Feedback: directive, contingency, attribution, and impact
- Types of feedback based on purpose: evaluation, appreciation and coaching
- Frameworks to Give Effective Feedback: McKinsey's model, The Stanford method
- The "SKS" method
- Building Rapport for Better Team Relations
- The Power of the Non-Verbal in Effective Feedback
- Transforming Difficult Conversations (In-depth)
- Active Listening (an overview of the skills and not an in-depth coverage)

### References:

- Crucial Conversations Tools for Talking When Stakes Are High, Second Edition Paperback – Animated, September 9, 2011 by Kerry Patterson (Author), Joseph Grenny (Author), Ron McMillan (Author), Al Switzler (Author)
- Difficult Conversations: How to Discuss What Matters by Douglas Stone (Author), Bruce Patton (Author), Sheila Heen (Author).
- «Up and Down the Communications Ladder». Harvard Business Review.
- In the Company of Others: An Introduction to Communication. New York: Oxford University Press.
- *3 Simple Frameworks to Give Effective Feedback. (2017).*
- «What Great Listeners Actually Do». Harvard Business Review.



**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.

# Managers' Leadership Program

*Leading  
yourself*

## 2. Know yourself and know others through Social Style

 Saturday 13 of March 2021 | 9:00 to 1:00

### Learning Outcomes:

- Discover the different aspects that constitute the individual personality types and the different social style
- Be able to understand yourself and others people's needs and gain insights on their preferred way of thinking, communicating and working
- Develop your versatility to adapt to different personality

### Key concepts:

- Social Style vs Personality
- The Concept of Assertiveness and Responsiveness
- The 4 personality profiles characteristics
- The needs, communication style, decision making process for each personality profile
- The challenges and value of diversity
- Understanding and assessing versatility

### References:

- Gifts differing: Understanding personality types by Isabel Myers Brig
- The Social Styles handbook: Adapt your style to win trust
- Personal Styles and Effective Performance by Merrill and Reid



**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.

# Managers' Leadership Program

*Leading a team  
and influencing  
others*

## 3. Emotional Intelligence for Healthy Relationship

 Friday 9 of April 2021 | 3:00 to 7:00

### Learning Outcomes:

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

- Recognized the importance of Emotional Intelligence (EI) at work to generate team engagement and success
- Discovered Emotions at work and their impact
- Experimented how to create «good vibes » at work
- Experimented how to address their team members needs and avoid manipulation

### Key concepts:

- The emotional intelligence success mix
- The neurosciences predictions : anger, fear and joy at work
- Life positions
- Strokes ( recognition signs ) and emotions rackets in the relationships

### References:

- Daniel Goleman: Emotional intelligence at work
- Paul Ekman: Emotions revealed
- Eric Berne: What do you say after you say hello
- Claude Steiner : Emotional Literacy, Intelligence with a heart



**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.

# Managers' Leadership Program

*Leading  
yourself*

## 4. Building resilience and bounce-ability

 **Saturday 10 of April 2021** | 9:00 to 1.00

### Learning Outcomes:

Help grow the personal resilience of participants through:

- Emotional First aid kit
- Thinking flexibility through self-help cognitive therapy
- Overload Management and dealing with Stress

### Key concepts:

Course based on the evidence-based resilience tools developed by Dr. Chris Johnstone

### References:

<https://www.hachette.co.uk/titles/chris-johnstone/seven-ways-to-build-resilience/9781472141132/>



**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.

# Managers' Leadership Program

*Leading a team  
and influencing  
others*

## 5 & 6. Profiling tools and leadership Style



Friday 23 of April 2021 | 3:00 to 7:00

Saturday 24 of April 2021 | 9:00 to 1:00

### Learning Outcomes:

Deepening Self-Awareness

- Use the Grid framework to understand behavior and its impact
- Assessing and analyzing personal styles
- Develop an objective understanding of how your behavior impacts the people you supervise
- Learn and practice effective critique skills
- Moreover, participants will be using the Grid Psychometric to assess their Personal style of management

Methodology:

- Over 90 percent of workshop time is spent working in teams on specific activities. Periodic general sessions provide opportunities to reinforce theory, activity scoring, cross-team discussion, and critique. The real value lies in the creation of a team learning environment that builds shared responsibility, trust and respect, and where initiative and creativity become commonplace
- Each participant creates a personal and a work application goal for on-the-job implementation. These goals are evaluated and critiqued by their teammates to maximize their effectiveness and implementation
- Moreover, the Grid® Workshop is built around scored activities, which provides a unique opportunity to create knowledge and awareness based on tangible data, and a greater opportunity for critique and improvement both in individual and teamwork skills

### References:

- ***GridWorks: Maximizing Resources with Grid Solutions.*** Product Development Team, Grid International, Inc. Austin: Grid International, Inc., 2004.
- ***The Power to Change.*** McKee, Rachel K., and Carlson, Bruce. Austin: Grid International, Inc., 1999.
- ***The Managerial Grid.*** Paperback rerelease of 1964 edition. Blake, Robert R., and Mouton, Jane Srygley. Houston: Gulf Publishing Company, 1994.
- <https://www.gridinternational.com/publications.html>



**Tania Khalaf**, *Grid International, Inc.*, is an Executive Vice President with a rounded experience in HR, Culture Transformation, Organizational Design & Development, Change Management and Org. Behavior, Tania brings with her more than 20 years of practice in the field whether as a consultant or working within leading organization and multinationals. Expert at the Professional training Center of USJ.

# Managers' Leadership Program

*Leading a team  
and influencing  
others*

## 7. Motivating and engaging people

 Friday 28 of May 2021 | 3:00 to 7:00

### Learning Outcomes:

- Understand the different type and levels of personal needs according to the different motivation theory
- Identify individual people motivating and demotivating factors
- Know how to diagnose the motivation variation in your team and manage them appropriately
- Develop your ability to engage people in a virtual and challenging period

### Key concepts:

- Motivation and engagement
- Maslow's pyramid of needs
- Herzberg's hygiene factors
- Pygmalion's effect
- Intrinsic vs Extrinsic motivational factors
- Key drivers of people engagement

### References:

- Motivation and Personality ,A.Maslow
- Intrinsic and extrinsic motivation by Ryan and Deci
- Drive, Daniel Pink
- Gallup Global Engagement Research



**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.

# Managers' Leadership Program

*Leading an  
organization*

## 8. Team Learning design methods

 **Saturday 29 of May 2021 | 9:00 to 1:00**

### Learning Outcomes:

By the end of the session participants will be able to:

- Apply the learning and concepts and rationale underlying “Synergogy” and working together for Shared Learning
- Understand the four basic synergy learning designs
- Experience two of the learning designs on a hands-on basis

### Key concepts:

- Learning by working together
- Learning design
- Andragogy
- Shared learning

### References:

Robert Blake and Jane Mouton developed their own educational theories as described in the book Synergogy published in 1984. Which is a systematic approach to learning that leads team members to learn from each other in a co-operative and participative way.



### **Anis Abou Jaoude,**

#### **Summary**

- 18+ years of professional and business process outsourcing in Human Resources and Organizational Development with a in the Middle East and the Gulf.
- Focus on HR strategic alignment, organizational development and culture change.

#### **Education**

- Certified in HR: holder of SHRM- SCP- USA, CPHR BC & Yukon - CANADA
- Certified Project Management: PMP-PMI-USA
- MBA from the ESA Business School – Beirut

# 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.

# Common Training Program

## (Managers + Senior Managers)

*Leading a team  
and influencing  
others*

### 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.



**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.