



ANNUAL
LEADERSHIP
CONFERENCE
2024

EVENT
REPORT

KAFD ANNUAL LEADERSHIP CONFERENCE

NOVEMBER 20 - 21, 2024
IN RIYADH, KSA





Introduction

The KAFD Annual Leadership Conference is a cornerstone initiative of KAFD's corporate calendar of events. First conceptualized in 2022, this year the conference program evolved under the theme "The Future of Things (FoT): Navigating Leadership, Innovation, and Adaptability," bringing together global thought leaders, industry pioneers, and experts to explore the profound transformations shaping the future of leadership and innovation.

The conference, spanning November 20–21, 2024, and held at the prestigious KAFD Conference Center in Riyadh, was the best platform for fostering dialogue, exchanging actionable insights, and empowering participants with the tools and knowledge necessary to lead in an era of rapid global change navigating Leadership, Innovation, and Adaptability.

Providing a dynamic platform for exchanging insights, exploring future emerging trends, and empowering leaders to envision and shape the "Future of Things," the conference program centered on a world increasingly interconnected through technological, economic, and societal advancements. It challenged traditional leadership paradigms by emphasizing the integration of human-centric values, data-driven innovation, and adaptive strategies to address the profound transformations shaping industries and communities today.

As such, the "Future of Things" was intended to represent a holistic approach to leadership and innovation, through which leaders are equipped to anticipate disruptions, harness emerging technologies, and foster environments of creativity and collaboration. At its core, it encourages leaders to think beyond immediate challenges, focusing instead on long-term impact and sustainable growth, supporting both personal and professional growth. It is not merely about reacting to change but about proactively shaping it—creating systems, processes, and cultures that thrive in complexity and uncertainty.

Accordingly, the conference spotlighted critical topics such as the role of empathy and emotional intelligence in leadership, the integration of artificial intelligence and innovation in driving organizational success, the role of cross-cultural communication, and the importance of building inclusive ecosystems that foster resilience and adaptability. Through thought-provoking sessions, interactive workshops, and inspiring masterclasses, participants gained actionable insights into how to lead with vision and purpose in this transformative era.

More details are available on the conference microsite: www.kalc24.com, which serves as a comprehensive digital platform for all event-related information.



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Conference Objectives: A Legacy of Leadership and Innovation

Ultimately, the "Future of Things" is about redefining leadership for a world where adaptability, innovation, and human connection are paramount. By addressing these themes, the KAFD Annual Leadership Conference 2024 was conceptualized to better equip leaders with the tools and perspectives needed to navigate this new frontier and leave a lasting impact on their organizations and communities.

Over two impactful days, the conference featured keynote speeches, masterclasses, fireside chats, and workshops, offering actionable strategies to drive leadership and innovation.

As CubitCode, we are honored to have collaborated with KAFD in curating and delivering this pivotal event, which stands as a testament to Saudi Arabia's ambition to drive Vision 2030, nurturing innovation and leadership excellence across sectors.

This report sheds light on the sessions and key insights shared by the subject matter experts hosted.

Themes

In addressing the pressing challenges and opportunities at the intersection of leadership, innovation, and adaptability, prominent themes explored included:

- **Navigating Uncertainty and Complexity:** Understanding how leaders can manage ambiguity, complexity, and disruption in a rapidly changing world.
- **Innovation as a Catalyst for Growth:** Exploring the pivotal role of technology and creativity in driving sustainable economic and social development.

- Empathy and Human-Centric Leadership: Emphasizing the importance of authentic connections, cultural understanding, and resilience in fostering trust and collaboration.



Program

The KAFD Annual Leadership Conference 2024 unfolded over two impactful days, featuring a carefully curated agenda designed to inspire, engage, and equip attendees with actionable insights on the "Future of Things (FoT)." The sessions brought together global leaders, innovators, and visionaries across industries, emphasizing the themes of leadership, innovation, and adaptability. The following agenda captures the essence of the conference:

November 20, 2024 – Day 1: Navigate to Persuade

Expand Your Boundaries ... Elevate Your Brand

- **10:00 – 10:15 | KAFD Keynote: Charting Future Leadership Frontiers**
KAFD Chief Marketing & Experience Officer, Mazroua Almazroua shared KAFD's vision for leadership and innovation.
- **10:15 – 10:30 | Ministerial Address**
HE Sara Al Sayed, Deputy Minister of International Relations, emphasized ethics, resilience, and mentorship in sustainable development.
- **10:30 – 11:15 | Expert Session: Lessons from a Master – The Future of Negotiation**
Chris Voss shared strategies on navigating complex negotiations and fostering rapport for successful outcomes.
- **11:15 – 12:00 | Masterclass 1: Humanizing the Future – The Future of Transformation**
Marwan Aljahani and Hesham El Gamal explored human-centered leadership in a technology-driven world.
- **12:30 – 13:15 | Masterclass 2: Designing for Tomorrow – The Future of Time**
John Coyle redefined time management through Design Thinking and neuroscience principles.

- **14:30 – 14:45 | Fireside Chat: Cracking the Code – Blueprint for Thriving in a Rapidly Changing World**
Ahmed El Alfi and Muna Abu Sulayman shared insights on building ecosystems and fostering innovation.
- **16:00 – 16:45 | Panel Discussion: Venture Capital Mastery – The Future of Investing**
Ahmed El Alfi and Amal Dokhan discussed venture capital trends and strategies in the MENA region.
- **17:00 – 17:45 | Masterclass 3: Fragmented Global Economy and the Role of AI**
Amro Zakaria Abdo highlighted the transformative role of AI in shaping the global economy.

November 21, 2024 – Day 2: Engage to Innovate

Grounding Tomorrow's Vision Today

- **10:15 – 12:15 | Masters Workshop: Innovation360 Circle**
Magnus Penker and Peter Glasheen facilitated two hands-on workshops exploring leadership's role in driving organizational innovation.

Magnus Penker led the Innovation360 Circle for leaders while Peter Glasheen's workshop revolved around Unleashing Your Organization's Unseen Potential.
- **13:15 – 14:00 | Masterclass 4: Scaling Peaks and Breaking Waves – Lessons from an Olympic Rower**
Through his personal life story, Hussein Alireza shared strategies for resilience and overcoming challenges.
- **14:00 – 14:45 | Masterclass 5: Leading with Empathy: The Future of Human Connection**



Vishen Lakhiani emphasized empathy and authenticity in leadership, offering practical techniques to foster genuine connections, inspire change, and build team trust.

- **14:45 – 15:30 | Fireside Chat: Stress-Proof Leadership – the Future of Intelligence**

Mo Gawdat and Abdulrahman Tarabzouni explored stress management and its role in intelligent decision-making.

- **16:00 – 16:45 | Masterclass 6: Breaking Barriers in the Final Frontier – Engineering the Future of Space Exploration**

Mishaal Ashemimry shared insights on pushing perceived limits and achieving progress through visionary leadership.

- **16:45 – 17:30 | Fireside Chat: Strategic Corporate Governance: the Future of Female Leadership**

Building on her experience, Dr Maryam Ficociello described the challenges of female leadership and corporate governance excellence in mega-projects.

- **17:30 – 18:15 | Fireside Chat: The Art of Communication – The Future of Cross-Border Interaction**

Wonho Chung discussed cross-cultural communication and its impact on global brand building.



Overall Takeaways

1. The Power of Human-Centric Leadership

- Authentic connections and emotional intelligence are pivotal. Across almost all sessions, the importance of empathy, authenticity, and emotional intelligence in leadership was emphasized.
- **Vishen Lakhiani** highlighted the transformative potential of compassion, gratitude, and vision in leadership, providing actionable techniques for fostering genuine connections and inspiring change.
- At the same time, **Transform's** session on "Humanizing the Future," led by Marwan Aljahani and Hesham El Gamal, stressed the importance of aligning emotional, intuitive, and cognitive intelligence to navigate uncertainty and foster resilience.

2. Innovation as the Foundation of Future Leadership

- We were reminded that structured innovation drives growth. From **Magnus Penker's** personalized innovation assessments to **Peter Glasheen's** data-driven frameworks, these exclusive workshop sessions highlighted the critical role of structured innovation processes in organizational success.
- Similarly, from **Magnus Penker's** innovation insights to **John Coyle's** exploration of time design, the conference also underscored the need for leaders to embrace innovation as a core strategic capability.
- Equally, it is important to establish innovation as a strategic capability within organisations. Practical frameworks for embedding innovation into organizational culture were shared, providing leaders with tools to navigate today's challenges and build for the future.
- In addition, **Peter Glasheen's** workshop provided leaders with informative tools to align their leadership styles with innovation



strategies, using real-time challenges and self-assessments to deepen engagement and clarity.

- And by sharing her journey of breaking barriers and embracing failure in aerospace, **Mishaal Ashemimry** showcased how technical excellence and visionary leadership can drive progress even in the most uncharted industries.

3. Adapting to a Rapidly Changing Landscape

- **Ahmed El Alfi** and **Amal Dokhan** explored how venture capital can drive transformation in the MENA region, emphasizing opportunity identification, risk mitigation, and the critical role of understanding local ecosystems.
- In navigating uncertainty, resilience and adaptability are essential in leadership. **Mo Gawdat's** fireside chat on stress-proof leadership underscored the importance of building resilience and leveraging emotional intelligence to drive organizational success in uncertain times.
- On the other hand, **Amro Zakaria Abdu's** session on the Fragmented Global Economy provided valuable insights on navigating geopolitical and economic shifts, urging leaders to build strategies for resilience.

4. Empowering Leadership for Vision 2030

- **Magnus Penker** and **Peter Glasheen's** workshops were deeply aligned with Saudi Arabia's Vision 2030, offering strategies for fostering innovation-driven economic diversification.
- This was reinforced in **Dr Maryam Ficociello's** fireside chat on female leadership as she highlighted the strategic role women play in corporate governance and mega-projects, emphasizing the importance of inclusivity and adaptability in leadership.

5. Cultural and Cross-Border Communication

- Effective cross-cultural communication can help bridge divides through empathy and language.



- **Wonho Chung's** session on cross-cultural communication delivered actionable techniques, emphasizing the power of language, empathy, and understanding in building trust and inspiring action.

6. Leadership Lessons from Successful Personal Stories

- Throughout the two days, personal narratives played a significant role in inspiring attendees with important lessons:
 - **Hussein Alireza's** journey of resilience illustrated the power of perseverance and grit in overcoming personal and professional challenges, leading to impactful leadership.
 - At the same time, through stories from his career, **Chris Voss** shared actionable negotiation strategies rooted in emotional intelligence, reflecting on the importance of collaboration and mutual respect.
 - In addition, **Ahmed El Alfi** and **Amal Dokhan's** personal experiences shed light on the transformative potential of venture capital in fostering innovative ecosystems.

7. Strategic Governance and Organizational Growth

- Empowering female leadership was highlighted as key to trust and growth..
- Discussions also emphasized the importance of corporate governance in leadership:
 - **Dr Maryam Ficociello** highlighted the need to empower teams, build trust, and foster ownership within organizations to drive sustainable success.
 - On the other hand, **Magnus Penker's** innovation insights provided leaders with a roadmap to align governance frameworks with innovation goals.

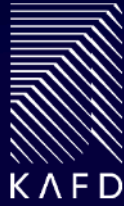
8. The Role of Innovation in Economic Diversification

- The conference consistently linked innovation to economic diversification, urging leaders to adopt structured innovation frameworks:

- **Magnus Penker's** analysis of global innovation benchmarks revealed actionable strategies for Saudi Arabia to excel as a global innovation hub.
- **Peter Glasheen's** innovation leadership tools provided practical steps for organizations to adapt to rapid change and seize emerging opportunities.

9. Bridging the Gap Between Vision and Execution

- The importance of moving from vision to execution was a recurring theme:
 - **Mishaal Ashemimry** emphasized the need for visionary thinking coupled with technical expertise to achieve transformational goals.
 - At the same time, **Transform's** session empowered leaders by encouraging them to align their inner game with external challenges, fostering adaptability and focus in the face of uncertainty.



ANNUAL
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DAY 1

NAVIGATE TO PERSUADE

EXPAND YOUR BOUNDARIES ... ELEVATE YOUR BRAND

NOVEMBER 20, 2024





1- Chris Voss

Expert Session: **Lessons from a Master:**

The Future of Negotiation



"The real advantage we have lies not in our ability to predict the future, but in our exceptional capacity to adapt. To embody ambition is inherently to embrace innovation, while striving for perfection often confines us."

Chris Voss emphasized that negotiations are not just transactional but deeply rooted in human psychology and emotions. His insights blended tactical skills with a profound understanding of neuroscience, making them applicable across leadership and negotiation scenarios.



He explained how successful negotiation strategies are rooted in human psychology, emphasizing collaboration and emotional intelligence.

"Ambition fuels a desire to learn, explore the new, and approach challenges with a fresh perspective."

In contrast, competition can often confine us, as we find ourselves measuring our worth against the achievements of others."



While striving for perfection may lead to mastery in one area, it ultimately restricts our potential, tethering us to the capabilities of those around us."

Key Takeaways

a. Principles of Effective Negotiation

- **Integrity and Collaboration:** Successful negotiations are rooted in respect, collaboration, and building long-term relationships.
- **Ambition vs. Competition:** Ambition drives innovation and growth, while competition often focuses on perfection, which can be limiting.
- **Understanding Negative Emotions:** Human decisions are primarily driven by negative emotions like fear, anger, or embarrassment. Recognizing and managing these emotions is crucial in negotiations.

b. The Neuroscience of Negotiation

- **Key Neurochemicals and Their Impact:**
 - **Oxytocin:** Builds trust and bonding.
 - **Serotonin:** Creates satisfaction and understanding.
 - **Dopamine:** Drives excitement and forward-thinking.
 - **Testosterone:** Fuels the sense of challenge.
- **The Role of Tone:** Adopting a calm, late-night tone of voice and using a smile can influence the listener's receptiveness.

c. Tactical Communication Techniques

- **Using "NO" Effectively:** Asking questions that encourage a "No" response can make the counterpart feel safe and respected. For example, "Have you given up on...?"
- **Empathy in Action:** Acknowledging and verbalizing the counterpart's negative perceptions creates psychological relief and fosters trust.
- **Silence as a Tool:** After stating difficult truths, silence can prompt the counterpart to validate your point by saying, "That's right."

d. Emotional Intelligence in Leadership

- **Emotions and Decision-Making:** Negative emotions impair judgment. Leaders must manage these to communicate and negotiate effectively.
- **Embarrassment as a Barrier:** Public speaking and communication skills improve when individuals overcome the fear of embarrassment.

e. Adaptability and Neuroplasticity

- **Lifelong Learning:** Neuroplasticity allows individuals to develop new skills at any age, but this requires consistent practice to activate dormant neural pathways.
- **Forecasting in Uncertainty:** Leaders must remain adaptable and consider both vision and human emotional drivers when making decisions.

f. Practical Insights for Leaders

- **Questions Drive Engagement:** Thoughtful questions can encourage collaboration and foster meaningful discussions.
- **Behavioral Drivers:** Loss aversion, autonomy, and vision for the future are key motivators in decision-making.

Conclusion

Chris Voss's session illuminated the art and science of negotiation, emphasizing the critical role of emotional intelligence, strategic communication, and adaptability. Drawing from his extensive experience as a former FBI negotiator, he shared proven techniques that go beyond transactional exchanges to build trust, foster collaboration, and achieve meaningful outcomes.

Participants gained valuable insights into leveraging human psychology, managing negative emotions, and using tactical empathy to navigate complex negotiation scenarios. The practical tools and strategies, including the power of a well-placed “No” and the impact of tone and silence, provided attendees with a roadmap to strengthen their leadership and negotiation skills.

By redefining negotiation as a human-centered and strategic process, Chris Voss empowered leaders to approach challenges with confidence, integrity, and innovation, making this session a cornerstone of the conference’s learning experience.



2- Hesham El Gamal and Marwan Aljahani



Transform Masterclass: Humanizing the Future:
The Future of Transformation

Reflecting on the critical balance between leveraging technology and maintaining humanity in leadership, Hesham El Gamal and Marwan Aljahani's masterclass focused on the power of self-reflection. Aligning inner values, and embracing adaptability, leaders can navigate uncertainty and inspire meaningful change.

The masterclass left participants with practical tools and a deeper understanding of their purpose, making it one of the conference's anchor sessions.



The pair summarized the challenges facing today's leaders:

"Leaders must make agile decisions with limited information, rebound quickly after setbacks, and maintain stability while navigating through turbulence." **Hesham El Gamal**

"We live in a complex world, trained for what to do, yet faced with rapid change and uncertainty. Today's leader seeks not just to survive, but to grow." **Marwan Aljahani**



Key Takeaways

1. Challenges Facing Leaders in a Rapidly Changing World

- **Uncertainty as the New Reality:** Leaders today must navigate a constantly changing world, marked by ambiguity and unpredictability.
- **Rising Complexity:** Increased technological advancements and the growing generational gap demand new approaches to decision-making and collaboration.
- **Incomplete Information:** Leaders must learn to make decisions with limited data and develop resilience to quickly rebound from setbacks.
- **Maintaining Stability in Turbulence:** Balancing adaptability with core values and steady leadership amidst volatility is critical.

2. Values and Beliefs as Anchors

- **Internal Compass:** Leaders are driven by their values, fears, and beliefs. Reflection on traditions and religion can provide clarity and guidance.
- **Self-Reflection:** By looking inward, leaders can challenge limiting beliefs and assumptions that may hinder progress.
- **Purpose-Driven Leadership:** Understanding personal purpose enables leaders to leave a legacy that answers to future generations.

3. The Three Brains of Leadership

“True alignment requires the heart, brain, and gut working together. Leaders must make agile decisions, rebound quickly after setbacks, and maintain stability amidst turbulence.” **Hesham El Gamal.**

- For balance and effective leadership in business, leaders must align and integrate the three "brains" to enhance their effectiveness:

- 1. Head Brain (Logic):**

Responsible for rational decision-making and analysis.

- 2. Heart Brain (Emotional Intelligence):**

Guides empathy, connection, and understanding in relationships.

- 3. Gut Brain (Intuition):**

Helps leaders trust their instincts and act decisively in uncertain situations.

4. The Power of Purpose

"Our true power lies within us. Though our potential may be hidden, it is ours to uncover. Leadership awareness holds greater value than simply being technology-aware." **Marwan Aljahani**

- **Challenge Assumptions:**

Question existing beliefs to uncover new perspectives and opportunities.

- **Reflect on Legacy:**

Decisions should be made with future generations in mind, ensuring actions today align with the values we want to pass on.

- **Finding Inner Strength:**

Purpose-driven leaders tap into their inner resources to navigate challenges and inspire others.



Practical Application: "Dance with the Unknown"

- In order to support attendees, the masterclass incorporated short interactive exercises designed to fine-tune inner resilience to thrive in an uncertain future. Participants practiced the "power of pausing" to reflect and choose actions deliberately, gaining practical tools for self-awareness and adaptability.
- **Key Learnings:**
 1. Deepen awareness of one's current relationship with uncertainty.
 2. Shift perspectives to unlock new possibilities.
 3. Develop a personalized strategy for navigating challenges.

Conclusion

Hesham El Gamal and Marwan Aljahani's masterclass delivered profound insights into the evolving demands of leadership in a technology-driven world. They underscored the importance of balancing human-centered approaches with the rapid advancements of the modern era. Through self-reflection, aligning values, and embracing uncertainty, the session equipped participants with the tools to navigate today's complex challenges.

Key themes included the alignment of the "three brains"—the head (logic), heart (emotional intelligence), and gut (intuition)—to foster holistic decision-making and resilient leadership. The masterclass encouraged leaders to challenge limiting beliefs, find their purpose, and focus on leaving a legacy that resonates with future generations.

By emphasizing adaptability, self-awareness, and a purpose-driven mindset, this session inspired participants to lead with authenticity and empathy. It reinforced the need for transformational leadership that not only survives in uncertainty but thrives by driving meaningful change.



3- John Coyle

Masterclass: **Designing for Tomorrow:**

The Future of Time



"The way we perceive time is far from rational. We can re-train ourselves to slow down, pause, and even reverse the perceived acceleration of time to recapture the vibrant days of youth."

In a special masterclass on change, John Coyle encouraged leaders to rethink how they approach time, urging them to prioritize meaningful, high-impact experiences over mundane routines.



He redefined the perception of time, emphasizing the creation of well-thought experiences to enrich life and leadership.

"Embrace a little fear and uncertainty in your vacations—inject excitement, risk, and even discomfort. These elements create memorable stories. Without a crisis, there's no plot; without a plot, no story; and without a story, there's nothing to remember."



Key takeaways

a. Reframing the Concept of Time

- **Psychology of Time:** John explored how time feels different depending on context and perception. For example, a summer during childhood feels "endless," contrasting sharply with the sensation of time speeding up in adulthood.
- **Value of Time:** The worth of time increments isn't tied to duration but their impact, as illustrated by the split-second difference between Olympic gold and last place.

b. Breaking Routine to Slow Down Time

- **Routine vs. Ritual:** Routine leads to the "death of time," where days blur together. Rituals, on the other hand, create meaningful, time-stopping moments.
- **Creating Moments That Last:** Exceptional moments can make time feel elongated, trading a year of mundane repetition for a single, unforgettable memory.

c. Design Thinking Applied to Time

- **E=mc² for Time:** Coyle introduced a framework inspired by design thinking and neuroscience to engineer time-stopping experiences.
- **Living Five Lives in One:** By consciously designing experiences, people can perceive life as fuller, richer, and more expansive.

d. Neuroscience and Time Perception

- **Why Time Feels Faster:** Time appears to accelerate with age, though the exact cause remains unclear. By creating new, impactful experiences, this phenomenon can be countered.

e. Practical Applications for Leaders



- **Crafting Perfect Moments:** Leaders can use these insights to design experiences that are impactful, memorable, and deeply engaging for their teams and stakeholders.
- **Health and Mindset:** Shifting the perception of time can significantly enhance mental well-being and health outcomes.

Here, John Coyle shared a compelling story of individuals who, after facing serious health scares such as life-threatening illnesses or near-death experiences, redefined their relationship with time. These individuals moved away from mundane routines and embraced a mindset of intentional living—prioritizing meaningful experiences, deep relationships, and personal growth. For instance, one story highlighted a person who, following a cancer diagnosis, began treating each day as a full year, maximizing every moment to its fullest potential. This shift not only enriched their daily life but also provided a sense of empowerment, enabling them to face challenges with renewed purpose.

Such examples underscore how consciously designing one's approach to time can transform adversity into an opportunity for profound mental and emotional growth.

Conclusion

John Coyle's masterclass offered a life-changing perspective on how leaders can rethink their relationship with time to maximize impact and create meaningful experiences. By blending psychology, neuroscience, and design thinking, he challenged traditional notions of time management, emphasizing the value of crafting high-impact, memorable moments over succumbing to monotonous routines.

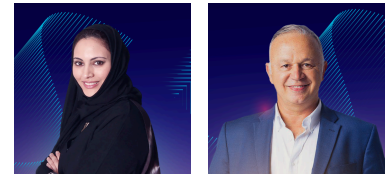
Key takeaways included strategies for slowing down the perception of time through intentionality, breaking routines, and embracing uncertainty. By reframing how we view and experience time, leaders can foster creativity, enhance well-being, and create richer personal and professional lives.

This session served as a compelling call to action for attendees to prioritize quality over quantity in their use of time, equipping them with tools to design a future where every moment holds meaning and purpose.



4- Ahmed El Alfi and Muna Abu Sulayman

Fireside Chat: **Cracking The Code:**
The Future of Leadership



Ahmed El Alfi and Muna Abu Sulayman's discussion highlighted that leadership is a balance of empowerment and introspection. Building impactful ecosystems and fostering innovation requires bold decisions, strategic guidance, and unwavering commitment to growth—both individual and collective. El Alfi's stories emphasized the importance of trust, adaptability, and staying grounded in personal values.

"Empowering individuals to take on leadership roles involves recognizing and nurturing talent in unconventional areas. While it is common to concentrate on individuals one level below, it is essential to explore further. If you fail to identify your top performers proactively, they may be recruited by competitors."



Key Takeaways

a. Leadership Development

- **Recognizing Leaders:** Leaders grow best when given the space to lead in their style. Empower them to succeed by leveraging their unique tools and personality traits.
- **Becoming a Leader:** A strong leader optimizes what they have, both personally and organizationally, to maximize impact.

b. Leadership Toolkits

- Effective leadership is deeply tied to the organization's culture. Leaders must leverage their talents and the assets available within their environment to foster growth.
- The essence of leadership lies in recognizing and nurturing the "fire" inside individuals—those driven to fix problems and achieve impactful goals.

c. Ecosystem Building

- An ecosystem is a self-sustaining environment where resources feed back into the system. Ahmed El Alfi illustrated this concept through examples from his 4 companies:
 - **Nafham:** Revolutionizing education by addressing inefficiencies in student learning.
 - **Flat6Labs:** A startup accelerator fostering regional innovation.
 - **Sawari Ventures:** A VC fund targeting high-impact deep tech sectors.
 - **The Greek Campus:** A hub for work and innovation for all tech companies.

d. Leadership Growth

- To elevate leadership:
 - Be deeply involved in your organization to understand its core dynamics.

- Step back at the right time to allow innovation and individual growth to flourish.

e. Personal and Professional Insights

- **Failures and Lessons:** Not being aggressive enough was cited as a missed opportunity. A faster, bolder approach could have yielded greater success.
- **Discovering Talent:** Identifying and investing in individuals with potential, shows the importance of providing chances to innovators. An example of the acquisition of Kngine, an Egyptian artificial intelligence startup, by Samsung – to improve its virtual assistant, Bixby – was cited.

f. Advice for Aspiring Leaders

- Maintain a competitive spirit and strive for excellence.
- Be honest with yourself and satisfied with the person you see in the mirror every day.

Conclusion

Ahmed El Alfi and Muna Abu Sulayman's fireside chat offered a compelling exploration of leadership as both an empowering and introspective journey. Their dialogue emphasized that effective leadership is not about rigid formulas but about recognizing and nurturing the unique potential within individuals and organizations.

By sharing personal experiences and insights, El Alfi highlighted the importance of building ecosystems that foster innovation, trust, and collaboration. The session underscored the value of staying grounded in personal values while embracing bold decisions to drive impactful change. Key takeaways included the importance of deeply engaging with teams, cultivating trust, and focusing on long-term goals rather than short-term accomplishments.

At the same time, the chat served as a powerful reminder that leadership is both an art and a science, requiring adaptability, strategic thinking, and a commitment to creating environments where people and ideas can thrive.



5- Ahmed El Alfi and Amal Dokhan

Panel Discussion: **Venture Capital Mastery:**
The Future of Investing



Moderated by Moustafa Khater, CEO of CubitCode, the Venture Capital Mastery panel discussion highlighted the transformative role of venture capital (VC) in fostering innovation and driving economic growth in the MENA region. Both Amal Dokhan and Ahmed El Alfi emphasized the importance of understanding customer needs, building a culture of innovation, and leveraging technology to create scalable solutions.



Reflecting on the changes brought on by technological advances and the requirements of efficiency in the workplace, Ahmed El Alfi, cautioned, “20–30 years from now, robotics will replace a lot of jobs, and that’s not automatically a good thing. Remote work will continue, but we need to stay flexible and avoid following trends just because others are doing it.”

At the same time, Amal Dokhan emphasized the importance of data for business and a successful customer experience, “Corporates know they can’t escape technology—it’s a necessity to stay ahead. The more data you have about your customers, the better you can design tailored solutions.”



Key Messages for Leaders and Startups:

- Leadership in VC requires a balance between ambition and execution, focusing on sustainable, high-impact investments.
- Building a supportive ecosystem that combines financing, mentorship, and technical expertise through collaboration between the academic and private sectors is crucial for success.
- A strong company culture and deep customer insights are critical drivers of innovation and growth.

In addition, this panel underscored the vital role venture capital plays in advancing Vision 2030 goals, showcasing how investment in technology and innovation can address societal challenges and position the MENA region as a global innovation hub.

“20–30 years from now, robotics will replace a lot of jobs, and that’s not automatically a good thing. Remote work will continue, but we need to stay flexible and avoid following trends just because others are doing it.” **Ahmed El Alfi.**

“Corporates know they can’t escape technology. They understand it’s a necessity to stay ahead and gain more data about their customers. I’m positive about where we’re heading, but we’re not there yet.” **Amal Dokhan**

Key Takeaways

1. Understanding Venture Capital

- **Definition of VC (Amal Dokhan):**
 - Venture capital is high-risk funding for high-risk companies. It focuses on startups with disruptive potential and exponential growth opportunities.



- **Critical Elements for Startups Seeking VC:**

- A clear capitalization table.
- A foundational team, including at least one founder and a Chief Technology Officer (CTO).
- A strong understanding of sector preferences and VC structures.

2. VC's Role in Transforming Economies

- Insights from Ahmed El Alfi:
 - Venture capital can drive economic transformation by enabling startups to solve societal challenges using technology.
 - Emphasis on the importance of sustainable, high-impact companies that contribute to the region's economic growth.
 - Initiatives like Flat6Labs, the region's leading startup accelerator, are key to fostering an ecosystem of innovation in MENA.
 - Investments in companies like Nafham, a free Arabic online educational platform, demonstrate how technology can address social challenges while achieving scale.

3. The Importance of Culture and Customer Insight

- **Amal Dokhan on Mindset and Culture:**

- Knowing your customers deeply is critical for designing solutions tailored to their needs.
- The work environment culture is a reflection of a company's values, as demonstrated by small actions such as taking ownership of tasks outside one's defined role.
- Startups need a culture that promotes problem-solving, adaptability, and collaboration to succeed in a competitive market.

4. The Tech Imperative



- **Corporates and Technology:**
 - Technology is no longer a luxury but a necessity for businesses to stay competitive.
 - Data is the lifeblood of better decision-making and innovation, allowing companies to design tailored solutions for their customers.
- **Challenges in the VC Community:**
 - Tech companies lack financing due to the need for more technical expertise within the VC ecosystem.
 - VCs must balance the risks of technology investments with the potential for transformative growth.

5. VC in MENA - Challenges and Opportunities

- **Amal Dokhan:**
 - The MENA region is forming a strong startup ecosystem but faces challenges in attracting financing for tech-driven startups.
 - Government initiatives, accelerators, and mentorship programs are key to overcoming financing and technical expertise gaps.
- **Ahmed El Alfi:**
 - Encouraging young people to innovate and create startups is essential for changing perceptions & unlocking the region's potential.
 - Building an ecosystem that prioritizes economic and societal impact is necessary for sustainable growth.

Conclusion

The panel discussion with Ahmed El Alfi and Amal Dokhan offered invaluable insights into the evolving landscape of venture capital in the MENA region. The speakers emphasized the life-changing role of venture

capital in fostering innovation, addressing societal challenges, and driving economic growth aligned with Vision 2030.

Key themes included the critical need for a strong ecosystem that combines funding, mentorship, and technical expertise to nurture startups with disruptive potential. The discussion also highlighted the importance of understanding customer behavior, fostering a culture of innovation, and leveraging technology for scalability.

This session provided actionable strategies for leaders and entrepreneurs to navigate the challenges and opportunities of venture capital investment, positioning it as a catalyst for sustainable development and regional economic transformation.



6- Amro Zakaria Abdo

Masterclass: **Fragmented Global Economy & The Role of AI**



Amro Zakaria Abdo's masterclass provided an insightful exploration of the interplay between artificial intelligence (AI), economic shifts, and geopolitical dynamics. His session highlighted the role of AI in shaping the global economy and the pressing need for nations and businesses to adapt to technological advancements to remain competitive.



Embracing change, he encouraged leaders not to shy away from AI:

"AI is no longer optional—it's a necessity. To outcompete rivals, companies and nations must embrace strong AI infrastructure and integrate it into every facet of their operations."

Key Takeaways

1. The Central Role of AI in the Global Economy

- AI is reshaping industries by enhancing efficiency in processing vast amounts of data, making it an indispensable tool for businesses aiming to outcompete rivals.

"AI is everywhere now and is crucial to the future of the economy because it's changing the way we do business. It makes us more efficient at processing vast amounts of data."



Any company looking to outcompete its rivals needs a strong AI infrastructure.”

2. Adapting to an AI-Driven World

- Nations and organizations must embrace AI technologies to avoid obsolescence.
- At the same time, he highlighted the risks associated with AI adoption in creating and/or reinforcing socio-economic divides. He called for an understanding and solutions to address the replacement of human roles.

“As AI advances, we risk creating ‘invisible billions’—those left behind in a world where human intellect is increasingly replaced.”

3. AI and Programmable Economies

- Furthermore, Amro referenced China’s post-COVID digital lottery experiment as a landmark in the emergence of programmable money, showcasing how AI and technology redefine economic practices.

“After COVID, China conducted a digital lottery, giving 200,000 people money to spend however they chose. This experiment marked the emergence of programmable money.”

4. Geopolitical Shifts and Economic Alliances

- In addition, he explained how AI and energy dominance are reshaping geopolitical alliances, transitioning from traditional commodity-based relationships to competitive commercial dynamics.

“The shift from viewing energy as a commodity to embracing energy dominance has transformed historical geopolitical alliances into commercial rivalries.”



- On BRICS, Amro highlighted their potential and limitations, noting internal rivalries that hinder their ability to challenge U.S. dominance.

“The significance of the BRICS is that the combined population is over 3 billion people with about US \$25 trillion in GDP, yet I doubt they will replace the dominance and hegemony of the US due to the rivalries among their members.”

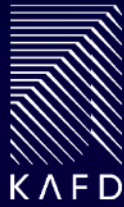
5. AI’s Role in Environmental and Structural Change

- Finally, he explained that beyond operational efficiency, AI is fundamentally altering business structures and environmental strategies, necessitating a re-evaluation of how we approach growth and sustainability.

Conclusion

Amro Zakaria Abdo's masterclass explored the transformative role of artificial intelligence in shaping the global economy and leadership strategies. By delving into the disruptive potential of AI, its implications on geopolitical alliances, and its structural impact on industries, he painted a vivid picture of the opportunities and challenges leaders face in an AI-driven world.

He emphasized the urgency for nations and organizations to adopt AI technologies strategically, to not only stay competitive but to navigate the risks of obsolescence in an increasingly fragmented global economy. His thought-provoking insights challenged attendees to think critically about the ethical and practical integration of AI, motivating leaders to balance technological advancement with inclusive and sustainable progress.



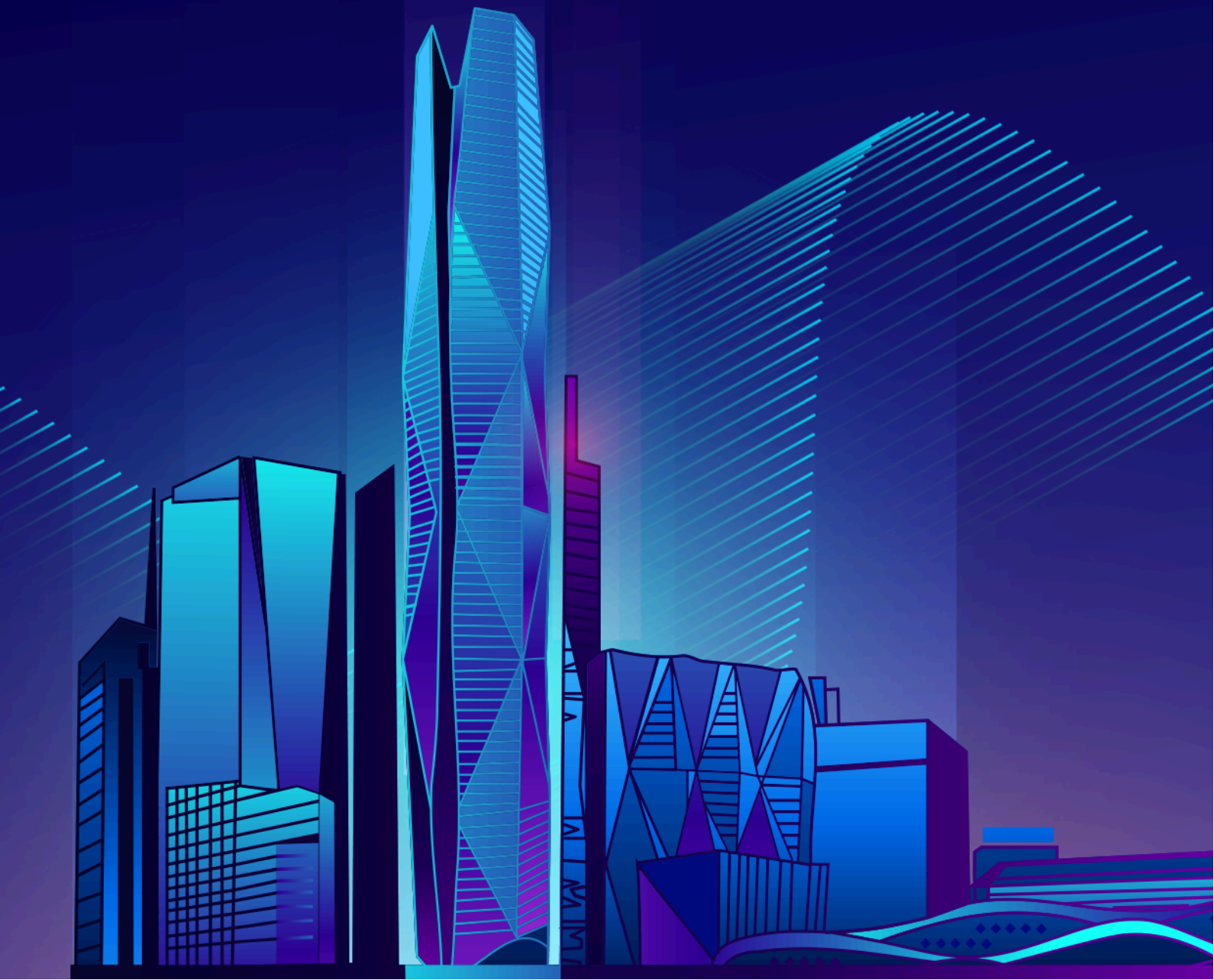
ANNUAL
LEADERSHIP
CONFERENCE
2024

DAY 2

ENGAGE TO INNOVATE

GROUNDING TOMORROW'S VISION TODAY

NOVEMBER 21, 2024





1- Peter Glasheen

Masterclass: **Innovation 360 Circle:**

Unlocking Leadership Styles for Organizational Innovation



"Innovation is not about having ideas; it's about implementing the right ones. Without execution, it's just a great idea."

Peter Glasheen's masterclass represented a deep dive into how leadership styles influence innovation within organizations.

With an interactive and personalized approach, Glasheen equipped participants with the tools to align their leadership capabilities with their organization's innovation goals, ensuring relevance to the Kingdom's overall vision.



He emphasized the importance of developing innovation goals and leveraging actionable frameworks for transformational change, "Capabilities are required to deliver on our aspirations, and our measures of success reflect our ability to achieve these aspirations for innovation."



Key Takeaways

1. Leadership Styles and Innovation Capabilities

- **Strategic Leadership Frameworks:**

Peter Glasheen described the role of tailored leadership styles in fostering innovation, introducing frameworks like:

- **Cauldron Style** for disruptive, transformative innovation.
- **Spiral Staircase Style** for incremental, continuous improvements.

- **Actionable Insights for Leaders:**

Participants explored how their personal leadership styles align with their organizational innovation goals, identifying specific capabilities to enhance for greater impact.

2. Innovation for Modern Challenges & Vision 2030 Alignment

- **Link to Vision 2030:**

Discussions highlighted how leadership styles can drive innovation to align with Saudi Arabia's Vision 2030 objectives, particularly in economic diversification and transformational change.

- **Future-Ready Leadership:**

Glasheen also stressed that adaptability, empathy, and forward-thinking approaches were essential traits for leaders navigating modern complexities.

Conclusion

Participants left the workshop with a personalized understanding of their leadership styles and actionable strategies to foster innovation within their teams and processes.

Peter Glasheen's masterclass underscored the critical role of aligning leadership capabilities with innovation strategies to drive organizational success. By providing actionable tools, such as real-time polling, leadership self-assessments and tailored frameworks, the session empowered participants to harness their leadership potential and foster innovation within their organizations. Group activities helped participants apply the concepts to real-world scenarios, ensuring practical learning outcomes.

Through its focus on adaptability, data-driven insights, and Vision 2030 alignment, the masterclass delivered a practical roadmap for achieving sustainable growth and transformation in a rapidly changing world.



Magnus Penker

Masters Workshop: **Innovation 360**
Strategic Innovation for Vision 2030



Magnus Penker's masters workshop provided strategic insights into building an innovation-driven culture that aligns with Vision 2030. Drawing from global best practices, particularly lessons from China, the session emphasized the need for systematic frameworks, adaptability, and collaboration to enhance Saudi Arabia's position as a global leader in innovation.

"Innovation is a journey into the unknown. Creating something unprecedented—like a sustainable city or a Mars mission—often involves few precedents and limited expertise. The true challenge is to develop new methods to transform visionary ideas into reality."



Designed to leave participants with practical tools and tailored strategies for fostering organizational innovation, below are the main highlights.

Key Takeaways

1. Saudi Arabia as a Global Innovation Hub



- **Comparative Analysis:**
 - Penker noted that Saudi Arabia excels in ambition and vision but faces challenges in ideation and execution compared to Western and Chinese innovation benchmarks.
 - Opportunities lie in integrating systematic innovation processes seen in global ecosystems.
- **Transformational Opportunities:**
 - He highlighted the importance of implementing robust innovation management systems for tracking and collaboration.
 - Penker also emphasized the role of global partnerships in fostering knowledge and skills exchange.
 - Finally, he encouraged participants to train leaders to enhance adaptability and manage uncertainty effectively.

2. Harnessing Data-Driven Insights

- **InnoSurvey® Results:**
 - Participants completed a personalized innovation readiness assessment compared to global benchmarks from over 10,000 organizations.
 - Saudi Arabia is positioned as a rising innovation hub.
- **Lessons from China:**
 - Here, he described the learnings from China's journey leveraging government policies to support systematic innovation.
 - He demonstrated how China represented a successful case study on the importance of using data-driven metrics to align execution with strategic objectives.
- **Actionable Insights for Saudi Leaders:**
 - Develop frameworks to bridge the gap between ambition and execution.
 - Focus on fostering innovation education, policy alignment, and performance metrics.



3. Strategic Recommendations for Vision 2030

- **Key Challenges:**
 - Lack of platforms for innovation tracking and management.
 - Top-down leadership styles need more inclusivity and adaptability.
 - Underdeveloped methods for managing uncertainty and fostering collaboration.
- **ISO 56000 Certification:**
 - Introduced as a roadmap for systematic innovation management.
 - Steps include internal audits, gap analysis, and continuous training aligned with Vision 2030.

4. Bridging the "Valley of Death" in Innovation

"True breakthroughs come from bold leaps rather than small steps. To tackle unprecedented challenges, we must re-ignite our innovative spirit and break free from the status quo."

- **Challenges in Execution:**
 - Many Saudi organizations falter in moving from ideation to successful implementation.
- **Three-Horizon Framework**
 - Addressing business challenges is best approached through the following breakdown –
 - **Horizon 1:** Immediate ROI projects tied to existing capabilities.
 - **Horizon 2:** Medium-term testing and prototyping for scalable innovation.
 - **Horizon 3:** Long-term visionary projects feeding insights back into shorter-term initiatives.
- **Key Strategies:**
 - Build cross-functional teams to align goals.
 - Pilot bold ideas on small scales to test feasibility.

Conclusion

Magnus Penker's workshop provided a compelling framework for integrating strategic innovation into leadership and organizational culture, aligning closely with the goals of Saudi Arabia's Vision 2030. By benchmarking global best practices and leveraging data-driven insights, participants gained actionable tools to enhance innovation management, foster adaptability, and overcome execution challenges.

The session emphasized that true innovation requires a balance between ambition and systematic processes, offering leaders a pathway to bridge the gap between vision and execution. Magnus' tailored recommendations, including adopting frameworks like ISO 56000 and embracing data-informed decision-making, underscored the critical role of innovation in driving economic diversification and long-term sustainability.



2- Hussein Alireza

Masterclass: **Scaling Peaks and Breaking Waves:**

Lessons from an Olympic Rower



“Achievement in isolation is meaningless. Invest in relationships within your organization and ensure that your leadership is rooted in trust and connection.”

Hussein Alireza’s masterclass is a testament to resilience, the pursuit of joy in the journey, and the value of relationships in achieving meaningful success.



By sharing his own personal story as the Kingdom’s first Olympic rower, he advocated relationships and a shared vision.

“Recognize that whether you are leading a team to achieve an Olympic finish or guiding an organization towards its next milestone, the principles of effective leadership remain strikingly consistent.”

Key takeaways

a. Resilience in the Face of Adversity



- Hussein's journey demonstrates how to persevere through personal and professional challenges, including financial crises, family health struggles, and personal injuries.
- Even under extreme circumstances, his commitment to his Olympic dream underscored the importance of determination and grit.

b. Turning Obstacles into Motivation

- Importantly, his experience of training through grief, broken ribs, and a punctured lung highlights the power of mindset and inner strength.
- His journey also reflects how reframing a goal from a "want" to a "need" can drive unparalleled focus and dedication.

c. Overcoming Physical and Psychological Barriers

- Even with a punctured lung and later contracting COVID-19, Hussein found innovative solutions, such as alternative medicine, to continue his pursuit.
- This demonstrates how unconventional strategies can help overcome seemingly insurmountable barriers.

d. Pursuing Joy Over Accomplishment

- Post-Olympics, Hussein experienced *hedonic adaptation*—the phenomenon where the joy of achievement fades over time.
- His realization emphasizes the importance of finding fulfillment in the journey, not just the destination.

e. The Power of Relationships

- Hussein highlights that achievement in isolation is hollow. Investing in relationships, whether personal or professional, builds trust and meaningful connections.
- Leaders are encouraged to reflect: *Are you building trust and investing in relationships within your team or organization?*

f. Key Lessons for Leaders



- Don't change your goal for the sake of accomplishment. Pursue a vision that aligns with your values and brings joy.
- Experience changes perspectives. Use challenges as opportunities to grow and inspire those around you.

Conclusion

Hussein Alireza's masterclass revolved around resilience, perseverance, and the pursuit of purpose. Through his unique journey as a postgraduate student at Cambridge University where he was introduced to rowing and his pursuit of racing and competitions, he illustrated the importance of embracing adversity as an opportunity for growth while overcoming personal and professional challenges. His insights emphasized the value of joy in the journey, the power of meaningful relationships, and the need to remain steadfast in the face of setbacks.

Hussein's story serves as a powerful reminder for leaders to foster inner strength, build trust within their teams, and prioritize long-term fulfillment over short-term accomplishments. His lessons resonate as timeless principles for leadership and personal success.



3- Vishen Lakhiani

Masterclass: **Leading with Empathy:**

The Future of Human Connection



“Gratitude is the gateway to well-being and a key driver of productivity. By fostering gratitude and happiness in our institutions, we can create thriving, high-performing workplaces where individuals and organisations achieve their fullest potential.”

Vishen Lakhiani's session emphasized that leadership rooted in empathy and authenticity fosters deep connections and sustainable impact. By adopting transformative practices—compassion, gratitude, forgiveness, and vision—leaders can balance productivity with personal happiness, inspiring their teams while remaining grounded in purpose. His masterclass revolved around how this mindset nurtures a culture of trust and innovation, paving the way for meaningful leadership in an increasingly human-centered future. He noted how “happier employees are not only healthier but also more productive.”



Key Takeaways

a. Balancing Productivity and Happiness

- His ethos was encapsulated in his definition of life as striking a delicate balance between being productive and finding inner stillness.
- Inspired by Rumi's philosophy: *"What I want always wants me too"*—a metaphor for aligning goals with inner purpose.
- He explained that leadership requires a "dance" between action and introspection, fostering both external impact and internal growth.

b. Transformative Practices for Leaders

Vishen outlined six key practices to transform leadership and foster empathy:

1. Compassion:

- Train kindness like a muscle.
- Shift perspectives to empathize with others' behavior instead of jumping to conclusions.
- Example: When cut off in traffic, choose understanding over anger—acknowledge that circumstances, not intent, drive actions.

2. Gratitude:

- Cultivate gratitude daily to enhance happiness and positivity.
- Engage in three simple gratitude practices to train your brain to find joy in everyday life.

3. Forgiveness:

- Release negative emotions by forgiving others, improving decision-making and emotional well-being.

4. Vision for the Future:

- Envision long-term goals that inspire meaningful change, for yourself and your team.

5. Control:

- Focus on areas where you can make an impact while accepting things beyond your control.

6. Support from a Higher Power:

- Build a sense of faith or belief in a guiding force to stay grounded and resilient during challenges.

c. Washing the Mind**● Mind Hygiene:**

Just as brushing teeth became essential for physical health, cleansing the mind should be a daily practice.

- Regular mental "cleaning" with practices like meditation, gratitude, and empathy helps leaders maintain clarity, focus, and emotional balance.

d. Empathy in Leadership

- Authentic leadership begins with empathy, creating genuine connections with others.
- By fostering a culture of compassion and understanding, leaders can build trust within their teams and inspire long-lasting loyalty.

Conclusion

Vishen Lakhiani's masterclass underscored the power of empathy, authenticity, and emotional intelligence in fostering meaningful connections - for both personal and professional growth and success. By integrating practices such as compassion, gratitude, and forgiveness into their daily habits, leaders can create environments where both individuals

and organizations thrive. He inspired participants to strike a balance between productivity and personal fulfillment, highlighting that true leadership is as much about inspiring change in others as it is about personal growth.

As organizations navigate an increasingly human-centered future, Vishen's insights provided leaders a compelling roadmap for fostering trust, building team resilience, and leading with purpose. His message resonated deeply, reminding participants that empathy-driven leadership not only enhances workplace dynamics but also sets the foundation for sustainable, impactful change.



4- Mo Gawdat and Abdulrahman Tarabzouni

Fireside Chat: **Stress-Proof Leadership:**

The Future of Intelligence



Mo Gawdat emphasized the transformative potential of AI, urging leaders to embrace its benefits while preparing for its challenges. AI offers unprecedented opportunities for problem-solving, innovation, and abundance but also requires careful management to align with humanity's values. This fireside chat highlighted the importance of ethical leadership in shaping AI's role in society and underscored the need for leaders to adapt to a world where AI will be a central player in decision-making and strategy.



"There is a very clear reset in how humanity's relationship to intelligence is about to be shaped. I think it's happening at a speed almost nobody recognizes."

Key Takeaways

1. The Role of Artificial Intelligence in Leadership and Society

- **Exponential Growth in Intelligence:**
 - Computing power is doubling rapidly, with AI accelerating this pace (every 5 months).



- This advancement could increase human cognitive capacity by 60 IQ points, leading to unprecedented problem-solving and innovation.
- **AI as a Tool for Human Augmentation:**
 - AI will revolutionize fields such as science, medicine, and problem-solving, dissolving current limitations.
 - The potential for AI to augment human intelligence and transform humanity into a "post-limitation" era is immense.
- **AI as a Leader:**
 - AI will likely become the smartest entity in decision-making spaces, fundamentally reshaping leadership dynamics.
 - Leaders must adapt to working alongside AI and leverage its insights for decision-making.

2. The Challenges of AI Integration

- **Humanity's Role in a World of Abundance:**

"AI offers humanity an opportunity to reinvent itself, dissolving limitations and driving progress in unprecedented ways."

- AI will create a world where scarcity becomes less relevant, but this abundance will challenge traditional systems such as capitalism.
- Leaders must redefine humanity's purpose and responsibilities in a world where AI automates much of what humans currently do.
- **Ethical Alignment:**
 - Ensuring AI aligns with humanity's core values, such as empathy, compassion, and happiness, is crucial.
 - Leaders must "raise" AI like a child, teaching it the principles of fairness, kindness, and treating others as one wants to be treated.

- **The Alignment Problem:**
 - AI will need to "figure out" humanity's inherent goodness to avoid misalignment with our values.
 - Leaders must work proactively to embed ethical frameworks into AI systems.

3. Human vs. Machine Dynamics

- **Humanity's Cyborg Nature:**
 - Humans are already integrated with machines (through devices like smartphones), making us semi-cyborgs.
 - Full integration is inevitable, but humanity must navigate this process carefully to maintain control.
- **Leadership in an AI-Driven World:**
 - Traditional leadership will transform, as leaders will now share decision-making with AI systems.
 - Leaders need to adapt, understanding that AI will often provide better insights but still requires human oversight.

4. Empathy and Emotional Intelligence in AI

- **AI's Emotional Emulation:**
 - AI is now capable of emulating human emotions more effectively than many humans themselves.
 - This ability is still in its early stages (similar to DOS in the computer era) but is progressing rapidly.
- **Building Empathy in AI:**
 - Leaders must teach AI to emulate positive human traits, fostering compassion and ethical behavior.

5. Future Challenges and Opportunities

- **Racing Superman:**
 - Humanity faces the challenge of competing with and adapting to the "superman" that AI represents.

- This will require not only technical skills but also emotional and ethical resilience.
- **Reshaping Humanity:**
 - AI offers an opportunity to reinvent humanity, dissolving the limitations we face today.
 - Leaders must guide this transformation to ensure it aligns with humanity's best interests.

Conclusion

Mo Gawdat and Abdulrahman Tarabzouni's fireside chat delved into the transformative potential of AI and the critical need for stress-proof leadership in a rapidly evolving landscape. Their discussion highlighted how AI can enhance decision-making, drive innovation, and create opportunities for abundance while emphasizing the ethical responsibilities leaders bear in guiding its implementation.

The conversation underscored the importance of resilience, emotional intelligence, and adaptability as essential traits for leaders navigating the intersection of human and machine intelligence. Gawdat called on leaders to embrace AI not as a replacement but as a tool to augment their vision and foster sustainable, human-centric progress.



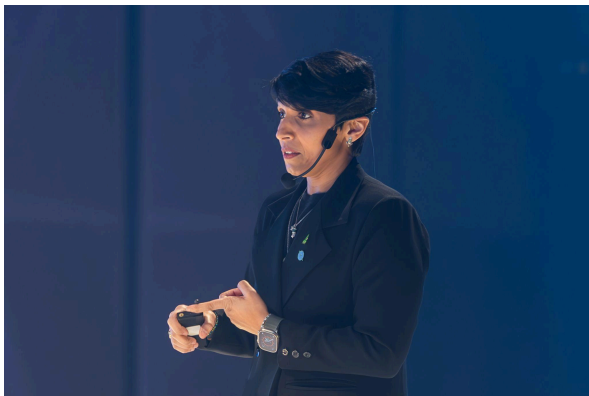
5- Mishaal Ashemimry

Masterclass: **Breaking Barriers in the Final Frontier:**
Engineering the Future of Space Exploration



“Do not compare yourself to others; instead, compare yourself to who you were yesterday. Keep pushing, keep trying, and redefine what’s possible.”

Mishaal Ashemimry emphasized that failure is not a setback but a critical stepping stone toward success. For leaders, resilience, determination, and a growth mindset are indispensable qualities. By embracing failure, preparing for challenges, and continuously learning, leaders can break barriers, innovate in uncharted territories, and leave a lasting impact on their fields and communities. Perhaps most importantly, she explained how failure is not the end, but the foundation for progress.



Key Takeaways

1. Reframing Failure as a Learning Tool

- **Failure as a Badge of Honor:**
 - In the Middle East, there is often a false association between shame and failure. Leaders must shift this mindset to recognize failure as an essential part of growth.

- Every failure is an opportunity to learn and improve. Success is not reaching a destination but the resilience to rise after every fall.
- **Statistics of Failure in Startups:**
 - 90% of startups fail initially, yet the business ecosystem thrives because of the ability to pivot, adapt, and succeed after learning from setbacks.
 - This principle applies universally, from business to sports and life challenges.

2. Resilience and Determination as Keys to Success

- **Perseverance Over Perfection:**
 - Success requires perseverance and determination, whether in academics, sports, or business. High achievers often emerge from immense challenges and failures.
 - Leaders must embrace failure, using it as a motivator to drive progress.
- **Thomas Edison's Perspective:**
 - She gave an example from Thomas Edison's life that has stayed with her. When asked about failing a thousand times, Edison's reply—"I found a thousand ways not to do it!"—underscores the importance of seeing failure as a step closer to success.

3. Mindset for Leadership Success

- **The Growth Mindset:**
 - Leaders must cultivate a mindset that values learning and forward momentum over perfection.
 - Failure teaches more than success; embracing failure helps leaders build resilience and creativity.

- **Overcoming the Fear of Failure:**
 - Fear of failure can be paralyzing, but leaders must view it as a pressure that drives them to push limits and take calculated risks.

4. Practical Strategies for Overcoming Failure

- **Preparation:**
 - Leaders must prepare for challenges, building the tools and skills necessary to navigate obstacles effectively.
- **Accepting Mistakes as Data:**
 - Mistakes provide valuable insights and serve as critical feedback for improvement.
- **Visualization:**
 - Visualize both success and failure to prepare mentally for outcomes and strengthen resilience.
- **Setting Incremental Goals:**
 - Break large goals into smaller, achievable steps to maintain motivation and celebrate progress.

5. Personal Reflections and Inspiration

- Mishaal shared her journey of repeated failures in launching rockets, going bankrupt, and facing immense challenges, yet she never gave up.
- Her daily discipline, including waking up at 5am to break personal records, reflects the relentless drive needed for leadership success.
- **Failure as a Seed for Growth:**
 - "Failure is not an enemy; it is the seed from which success grows."
 - Leaders must embrace failure as part of their journey and use it to inspire others.
- **Legacy Building:**

- Think of your work as paving the way for others, leaving a path that inspires future leaders to innovate and strive for excellence.

Conclusion

Using space exploration as a powerful metaphor for leadership and innovation, Mishaal Ashemimry's masterclass provided an inspiring narrative on breaking barriers and redefining limits. Her journey of overcoming failures and challenges was a case study in the resilience and determination required to succeed in uncharted territories.

By emphasizing the value of perseverance, embracing failure as a learning opportunity, and fostering a growth mindset, Mishaal encouraged leaders to approach challenges with boldness and creativity. Her insights resonate far beyond aerospace, serving as a blueprint for driving innovation, achieving breakthroughs, and leaving a lasting impact across industries and communities.



7- Maryam Ficociello

Fireside Chat: **Strategic Corporate Governance:**
The Future of Female Leadership



Dr Maryam Ficociello emphasized the importance of empathy, respect, and empowerment in effective leadership. Her session highlighted the strategic role female leaders play in corporate governance and their potential to drive excellence in mega-projects like Red Sea Global and Amaala. She reinforced the need for ethical leadership, continuous learning, and fostering a culture of trust and ownership within teams.



“Leadership is similar to parenting. You must know your audience, understand their needs, and guide them toward success with empathy and trust.”

For KAFD attendees, the session offered valuable lessons on:

1. Embracing diversity and empowering women in leadership roles.
2. Building ethical and empathetic governance frameworks.
3. Developing teams through training and fostering an ownership mindset.
4. Balancing leadership ambitions with respect for the human element of teamwork.

Dr Ficociello's insights tied seamlessly into the broader themes of the conference, inspiring participants to lead with empathy, adaptability, and commitment to excellence.

Key Takeaways

1. Leadership with Empathy and Respect

- **Respect and Trust:**

Leaders must build trust and give their teams ownership of their responsibilities.

- She noted how empowering team members fosters loyalty, motivation, and high performance.

- **Human-Centric Leadership:**

Using her professional background, she cautioned leaders to recognize that people face various challenges in their personal lives, emphasizing the importance of empathy and sensitivity when managing teams.

- **Avoid Negative Leadership Behaviors:**

Speaking down to employees or creating a hostile environment erodes trust and stifles creativity.

2. Challenges of Female Leadership

- **Overcoming Stereotypes:**

Women leaders often face cultural and societal challenges in male-dominated industries, but Saudi Arabia's Vision 2030 is actively addressing these barriers by promoting gender diversity.

- **Navigating Expectations:**

Female leaders must balance assertiveness with the need to build consensus and collaboration.

- **Earning Credibility:**

Women in leadership roles need to consistently prove their expertise and competence in governance and strategic decision-making.

3. Empowering Through Training and Development

- **Continuous Learning:**

Leadership is not static; women leaders should focus on ongoing training, professional development, and certifications to stay relevant and inspire their teams.

- **Embedding Development in KPIs:**

Leaders should ensure that team training and certifications are tied to performance metrics, promoting a culture of growth and continuous improvement.

- **Breaking the Routine:**

Avoid letting work-life become monotonous by continuously seeking new knowledge and experiences.

4. Corporate Governance in Mega-Projects

- **Vision 2030 Goals:**

Saudi Arabia's Vision 2030 underscores the role of women leaders in achieving sustainable development goals. Dr Ficociello highlighted the need for governance frameworks that align with these objectives.

- **Ethical Leadership:**

Ensuring business is conducted with the highest ethical standards is critical for long-term success.

- **Technology and Governance:**

Deploying qualitative methods to analyze technology's implications on governance ensures that innovations are aligned with ethical standards and organizational goals.

5. Advice for Aspiring Female Leaders

- **Work Hard:**

Diligence and perseverance are essential to breaking through barriers and achieving leadership success.

- **Trust Your Team:**

Build an environment of mutual trust where team members feel empowered to take ownership of their roles.

- **Lead by Example:**

Model the behaviors and attitudes you expect from your team.

Conclusion

Dr Maryam Ficociello's session highlighted the critical role of empathy, ethical governance, and inclusivity in shaping the future of leadership. By sharing her personal experiences and insights, she underscored the transformative potential of empowering women and fostering trust within teams to drive sustainable success.

Her discussion emphasized the alignment of corporate governance with Vision 2030's goals, showcasing how strategic leadership and a

human-centered approach can enhance organizational resilience and excellence. Indeed, her message reinforced the importance of continuous learning, ethical decision-making, and cultivating a culture of ownership and respect in building the leaders of tomorrow.



6- Wonho Chung and Muna Fityani



Fireside Chat: **The Art of Communication:**

The Future of Cross-Border Interaction

Wonho Chung's fireside chat reinforced the idea that effective leadership communication begins with empathy, adaptability, and cultural sensitivity. His journey—from mastering a new language to overcoming introversion and creating connections—served as an inspiring example for leaders. Throughout, he explained how by focusing on human connections, reading the room, and valuing small opportunities, leaders can bridge divides, enhance their global impact, and foster collaborative environments.



“Human connection is always the most important. By focusing on the audience and understanding their needs, we can create impactful and lasting relationships.”

The exchange left participants with actionable strategies for:

1. Building cross-cultural relationships.
2. Leading with empathy and authenticity.
3. Embracing adaptability as a tool for connection and growth.

“Arabic unlocked many opportunities for me and helped me come out of my shell.”

By sharing personal stories and professional insights, his dialogue was a fitting example of how embracing personal and cultural challenges can lead to profound professional success.

Key Takeaways

1. The Drive to Prove Something

- Successful leaders often begin their journeys with a deep desire to prove something to themselves or others, which serves as a driving force for personal and professional growth.
- As a case in point, Wonho shared his personal experience of overcoming cultural and linguistic barriers, which became the foundation of his success.

2. Adaptability as a Survival Skill

- Cultural Integration: Being forced to integrate into Arabic schools by his parents became a transformative life experiment for Wonho.
- However, he explained how mastering the Arabic language was not only a survival mechanism but also the key to unlocking his success in building connections and gaining acceptance.

3. Overcoming Introversions to Build Connections

- Transitioning from an introvert to an extrovert to adapt and thrive in challenging social environments.
- Critical teenage moments throughout his early life taught him the power of language as a bridge:
 - By confidently introducing himself in Arabic to peers, a hostile situation turned into an opportunity for connection and friendship.
- Lesson: Adaptation and empathy can transform challenges into opportunities for collaboration and understanding.



4. Leadership Communication Techniques

- "Read the Room": Leaders, like comedians and entertainers, must gauge their audience's needs and emotions to connect effectively.
- Human-Level Connection: Always prioritize people first. The human connection is the foundation for meaningful communication and leadership.
- Leaders can create positive work-life dynamics by putting themselves in others' shoes and fostering understanding.

5. Never Underestimate Small Opportunities

"I do comedy, TV, and hosting for corporate events, and now I've added a musical band to my portfolio. The key is not to underestimate any opportunity."

- Once more, through his own career trajectory, he explained how leaders should seize the smallest opportunities to connect and make an impact.
- Every moment of engagement, no matter how minor, holds the potential to build lasting relationships and enhance one's brand or leadership presence.

Conclusion

Wonho Chung and Muna Fityani's fireside chat underscored the transformative power of authentic communication and cultural adaptability in fostering meaningful connections and promoting business growth. Through personal anecdotes and professional insights, the exchange illuminated how leaders can navigate cultural divides, build trust, and enhance global impact by prioritizing human connections.

Their discussion highlighted the importance of empathy, adaptability, and seizing even the smallest opportunities to create bonds and drive collaboration. The session offered practical strategies for mastering



cross-cultural communication, emphasizing its role in building stronger teams, more inclusive organizations, and a globally resonant leadership presence.

Conclusion

The KAFD Annual Leadership Conference 2024 was more than just a gathering; it was a convergence of minds and ideas, a space where global leaders, innovators, and visionaries came together to redefine what it means to lead in a world of endless possibility. This year's conference succeeded in creating a unique platform where the brightest minds shared strategies, stories, and solutions that will shape the future of leadership and innovation – both in solidifying personal growth journeys and in evolving industries.

Across both days, the conference provided a space for dialogue that not only addressed the challenges of today but also set the stage for the opportunities of tomorrow. With discussions ranging from technological innovation and human-centric leadership to the critical role of adaptability, the insights gained here will undoubtedly resonate far beyond the walls of KAFD.

Looking ahead to 2025, KAFD Annual Leadership Conference promises to build on this foundation, with an even greater focus on delivering value to all participants—whether speakers, attendees, or partners. The next edition aims to offer an enriched experience through deeper engagement, innovative session formats, and more opportunities for collaboration.

Attendees can expect to gain actionable insights, expand their networks, and be part of discussions that inspire meaningful change on a global scale.

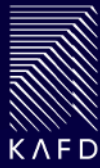
For speakers, it will remain a platform to share groundbreaking ideas and connect with an audience eager to embrace transformative thinking. For participants, it will offer unparalleled access to thought leaders, industry pioneers, and actionable strategies to drive personal and organizational growth.

As CubitCode, we are honored to have partnered with KAFD in organizing this landmark event. We believe the discussions and learnings from the conference will have a lasting impact, not only on the attendees but also on the broader ecosystem of leaders and innovators shaping the future.

We extend our deepest gratitude to the KAFD Development & Management Company, the distinguished speakers, and all participants for making this conference a resounding success. Your contributions have laid the groundwork for a legacy of leadership and innovation that will ripple across industries and borders.

Together, we continue to pave the way for leadership excellence and groundbreaking innovation that will define the future.

CubitCode Team



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