

KAFCO'S TALENT MANAGEMENT & Developing Future Leadership Capabilities

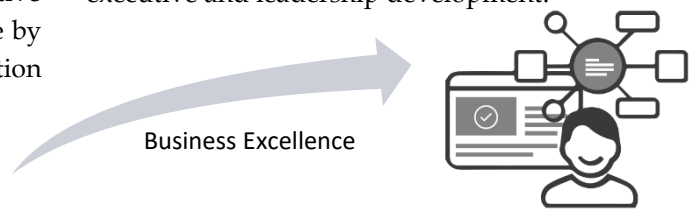


**World Class – Unique – Targeted - Needs
Based - Specifically Designed - Objective Driven
- Outcome Centred – Successful**

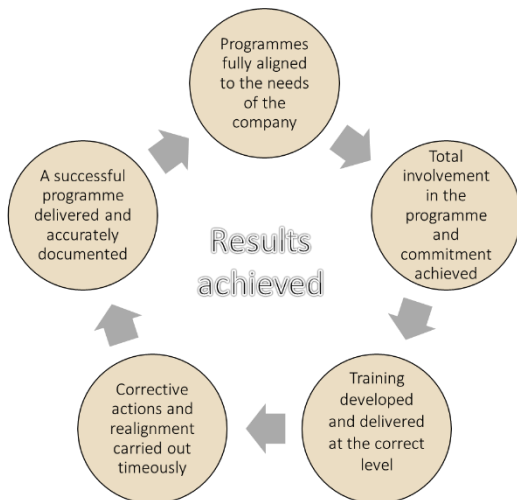
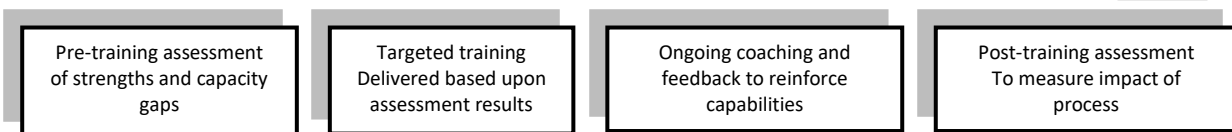
These are words often used to boast about a training intervention and are on occasions treated with scepticism by training and HR managers alike as having neither proof nor substance. The **KAFCO project** undertaken by **Haward Technology Middle East** however is the exception to the rule as each and every adjective used above is not only well met but provable by both documentation and the practical application of the delegates.

Program Objective

The delivery of a customised developmental programme for two groups of senior personnel that would enhance their competency and prepare them for future leadership roles and to achieve business excellence through their executive and leadership development.



Our Unique Approach



Targeted

Individual profiles of the delegates were developed – during the pre-assessment phase and during both the pre course and post course segments of the project plan one to one discussions were held and the programme aligned.

Needs Aligned Assessment Tool:

Based on combined efforts of the KAFCO HR Team & Training Provider's Experts, a customized assessment tool was developed to measure the selected Employee's current Competency Proficiency level (Level 1 - 4) and their Job Performance (Level Rating 1 - 6) input were received from both the delegates and their immediate superior – a full analytical approach was undertaken.

Outcome centred

The successful completion of each team project was presented, measured and was met with the full approval by the senior management team of KAFCO.

Successful

Success has many measures and ranges from individual realisation of their full potential through effectiveness in the working environment to a lifelong learning experience – all these measures have been displayed by our delegates.

And of course, our final boast – WORLD CLASS!!!

KAFCO submitted this programme for evaluation and received the recognition from the highly sought-after public award of the **World HR Summit and Expo (Dubai) prize** – this stands out as an excellent compliment to the commitment and professionalism of Engr. Abdulla Al-Duaijani, Mr. Tariq Ali and the entire project team.

Haward Project Team



“It was both a challenge and a privilege to work with professionals at all levels within the project. The high level of cooperation that the training team received from the project sponsors contributed greatly to the effectiveness of the successful training interventions. We sincerely look forward to working with your team again, we have the tools, we have the knowledge and we have the skills and talents necessary to bring in another successful project.”

- **Mr. Eric Matthews (Project Manager)**

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“KAFCO’s management development programme is unique and tailored for just-in-time learning. Just in time learning provides diversity of exposure of multiple skills sets across disciplines and fosters the ability to learn quickly. The programme has been designed as a micro learning plan which implements byte size lessons in face to face contact. It then uses the remainder of the programme via a KACO identified project to gradually build skills over time. Personalised interactive learning approaches are used with the learner experience as central to the HTME’s training design.”

- **Dr. Vida Botes (Course Instructor)**



“I was delighted to be included in this team leader development project as a Haward instructor to be able to add value to KAFCO’s participants who needed to be involved in achieving the next level of their life and business careers.”

- **Mr. Pete Du Plessis (Course Instructor)**

“In my training course (Employee Development and Training Process), I used KAFCO’s module as an example of a KPC company who in my opinion had adopted the correct approach to develop and train their employees. Pre and post training assessment of competencies with defined levels assessed by both the individual and their superior and the differences between the scores highlighted the gaps that had to be closed. Based on gap analysis, a combination of different training and development methodologies were defined and including workshops, one-on-one coaching, assignments and work-based projects. This methodology is in-line with international best practice, and I used KAFCO as an example to illustrate the point that employee development was a journey and not just a collection of individual training courses.

I was merely using the example of how a KPC group company was actually applying the concepts that we were covering in the course. I had one participant who came up to me on the last day and thanked me for making material relevant and using a KPC company as an example, because it made the course more meaningful”.

- **Mr. Douglas Robinson (Course Instructor)**



KAFCO Delegates



Mr. Tareq Al-Kandari Team Leader, Operations

"I was honoured to be among the first group to join the project of fast track for KAFCO's junior employees since 2013. The fast track training courses came to assist the employees and it was designed in a way to tackle the real-life problems in the company in the other hand, it was also focused on generic competencies of the employees where we gained lots of work/life related skills. Now after six years of training I really thank the people who worked hard to come up with this excellent training path for the employees and I really recommend all the new generation staff to join such training project."



Mr. Abdullatif Al-Fahad Team Leader, Engineering & Maintenance

"It has been an eye-opening experience. The content focused on the financial and economical aspect of our careers which in return helped us realize how important these aspects are when it comes to projects by starting with the feasibility study and ending with the return on investment of the project."

Mr. Ahmed Al-Shammari Senior Analyst, IT

"The talent management program has personally helped me develop faster than a typical training could have. Skills such as increasing my knowledge, communication and negotiation abilities, conflict resolution, team building, time management, planning, group management, leadership and more, have been essential to the core of this training program. The group project allowed me to combine and relate all of these skill sets with the team to accomplish something outside the day-to-day tasks, which I found to be challenging and quite rewarding. I would highly recommend this type of program to any forward-thinking company, because the return on investment can be felt and is definitely worth it. It will help develop your future leaders and innovators, as well as foster better collaboration among all the members and levels of your organization."



Mr. Hamad Al-Rashidi Senior Engineer, Maintenance, Electrical & Instruments

"Personally, I have been on this program for several years and it has helped my development to reach higher levels within the company. This program has helped shape and improve my skill set; such as my communication, leadership, project management, conflict resolution is to name only a few. I attribute my current promotion to this program and the development I have received from this program."

Ms. Aisha Al-Romi Senior Engineer, Engineering Projects

"I am privileged to be part of this special training program customized as per KAFCO's needs and employees' gaps on hard and soft skills as well. This program helped me understand myself and prepared me for my supervisory role. It's not a conventional lecturing course, we have to deliver a project which is requested by our top management that serves KAFCO. This program is added value and the outcome is really sound. Thanks to our Management and the team involved."

Mr. Mohammad Al-Dhamer
Controller, Compensation

“It was a great experience. I believed that this program has developed two things that have impacted on my job role and performance. I have learned something new, and I got to know my colleagues more. This program made me to interact with other KAFCO employees which I have not work before. Getting to know them makes the workplace better.”

Mr. Ahmed Al-Harbi
Controller, Training & Career Development

“It was my first time to join this training project. I have learned several things and the most important beneficial was knowing my colleagues during the discussions and exercises. Moreover, how to work and negotiate with different personalities. Also, how important is to think and analyse before making any decision. As per our project which is was about UD training program, I knew many responsibilities/roles of all KAFCO departments/section which added more to my knowledge.”



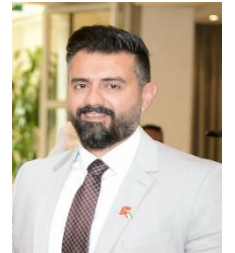
Mr. Saad Al-Hazaa
Senior Engineer, Depot



“The program provided an essential skills training such as communication , other job related to mine and colleagues experiences and strengths that effected positively my job directly and indirectly, however, the experience was great since the interaction between the team and the tutors gained all the parties participated a great job related know how`s and experience, if you ask me what to recommend, I highly recommend this program to all company level employees.”

Mr. Abdullah Al-Mahameed
Senior Chemist

“KAFCO management take one of smartest business diction, which is investing in their employees. I honoured to be a participant in KAFCO talent management and fast track training programs. Where my skills have been refined and developed in line with the nature of KAFCO business and KPC vision 2040, which allowing us to take on newer and more exciting challenges.”



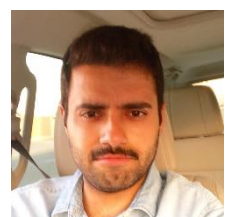
Ms. Shatha Al-Fawaz
Senior Controller, Planning & ERM



“I am very proud to say that my participation in KAFCO’s fast track training was as joyful as it was beneficial to me in many aspects. An Extensive well organized training that evolves employees from different sections to jointly participate in this learning journey has definitely improved my skills and knowledge, the interaction and discussions during the course and working collaboratively on one challenging project has that unique one team spirit, which built strong bound between participants and led to higher sense of responsibility and ownership toward our company. As a senior in my department, I value the differentiated competencies covered during the programme, which introduced new fields, keeping us focused and interested to learn and understand from each other’s experience.”

Mr. Khaled Al-Amer
Senior Engineer, Operations

“This program takes you off to some kind of intelligence district, where the gain might be little but the change is quite marvellous”



Ms. Nouf Al-Nafisi
Senior Engineer, Sales & Customer Service

“The training has helped me to strengthen and develop my skills, not only limited to the professional front but in my personal life as well. I realised what my strengths were and focused to use them proficiently. It gave me a greater understanding of my responsibilities, which in turn built my confidence and enhanced my performance. It is not always increasing knowledge that matters but increasing one’s skills as well which was possible for me through these trainings.”

Ms. Meshael Al-Houti
Senior Controller, HR

“I started the Talent management program 4 years back and it have effect on somehow my job because of the mixture between the employees in program that they change yearly by the rotation of the groups to enhance the communication between different department, and as performance it reflected in a positive way that lead to maintain the relation between me and both the top management and subordinate which make the work smooth and cooperated . Last but not least it impacts on me as it covers a lot of the gaps that I have.”



Mr. Sulaiman Al-Shammari
Senior Engineer, HSE

“I have joined the talent management program several years ago. This program has improved my knowledge and skills as it contained topics and trainings relevant to my job in the company. I was attending training courses presented by experts in different topics as leadership, team work and HSE related subjects.”

Mr. Ibrahim Al-Kharjee
Senior Controller, General Services & PR

“Through participating in this program for the last 5 years, I gained lot of knowledge, skills and latest trends in managing & leading different aspects of functional areas. The unique design and duration of this program provided an opportunity to collaborate with my peers and working on project assignments in groups created high level of harmony and had direct impact on positive communication and interaction of day-to-day work. Through different methods applied during the program, which included class room training, individual coaching, assignments ... all that reinforced my expertise in managing my job responsibilities, more effectively and efficiently.”



Mr. Yusuf Al-Khalaf
Senior Controller, Contracts & Procurement

“It was a great carrier enhancing experience, great opportunity for learning and my personality development. Great efforts and supporting by higher Management. It was inserting to learn various skills required for my professional life. Having attended training several courses, it improved my overall personality which is impacting positively and it was beneficial to KAFCO’s objective to invest in manpower in line with 2040 strategy. I wish to continue with this program for further self-development.”