



Chief Executive Summary

2010 OUTLOOK AND CHALLENGES



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Background

- We met a year ago at Dubai for an interactive session after my Keynote on the role of *The Leader Integrator* in modern times, with potential applications in the UAE.
- We had 57 CEOs participating and a non-participating host/support staff of 7 from The CEO Clubs and Stanton Chase International.
- All 57 CEOs undertook the short practical exercises that I led.
- 51 CEOs completed “*My Biggest Challenge is ...*” written exercise
- Of these 41 also filled-in: “*My Second Biggest Challenge is ...*”
- With some of you, I then had follow-up meetings to understand better your business issues and concerns.
- These 4 pages summarize the results and share parts of the quantitative aspects of the analysis. *

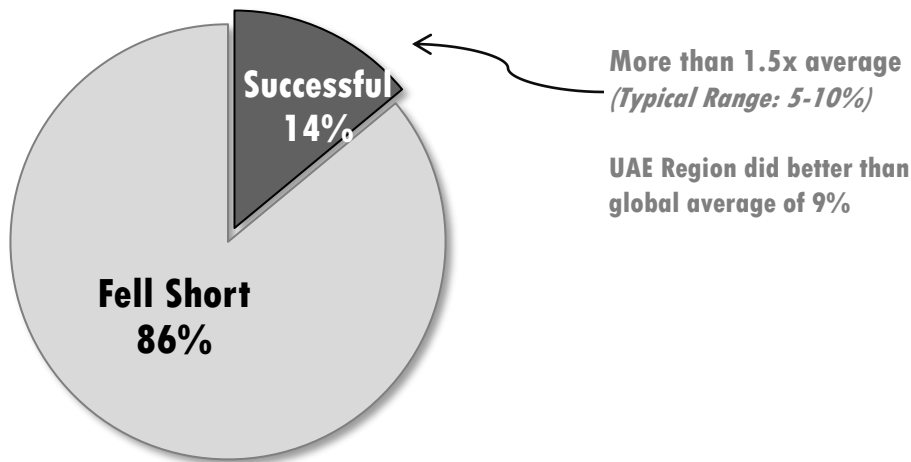
* You may also view my 2 interviews related to the topic on CNBC Arabia; February 2009, November 2009.

Outcome

- The overall conclusions of these exercises are:
 1. A change in outlook and approach is desired by CEOs for their businesses; most CEOs are trying to ferret out growth possibilities, while being preoccupied with “damage control”.
 2. “Effect-thinking” has been a strong factor in stimulating current issues; a shift towards “causal thinking” is desired but its understanding and application are still in infancy in the GCC region. Integrating cause-effect frameworks is rather new.
 3. Short-term and medium-term mindset has contained Board and CEO focus, which forestalled potential longer-term business viability and sustainability. It has also spawned “here and now” thinking within several organizations.
 4. Diversity of sorts – cultural, industry, talent, technology, and more – have helped UAE but its full potential has not been tapped owing to lack of credible and integrative talent models. Conflicting operating models exacerbate this situation.
 5. In a few instances, managing politics, firing CEOs, or CEOs desiring to quit also play a role. Though less expressed, this aspect seemed to have a strong undercurrent in a few organizations.
 6. Consultants push specific formulae/methodologies they position as vital for the times but corporate problems persist, even reemerging with greater vengeance. Positioning external consulting and outsourcing problem-solving is a challenge.
 7. Integration is now seen as an “essential dynamic” and integrator roles of sorts are being experimented with, but only in a few places. Significant expectations are set on the effective and lasting implementation of integrative approaches and roles.
- As I continue our research, please provide me your feedback and specific successes you are having.

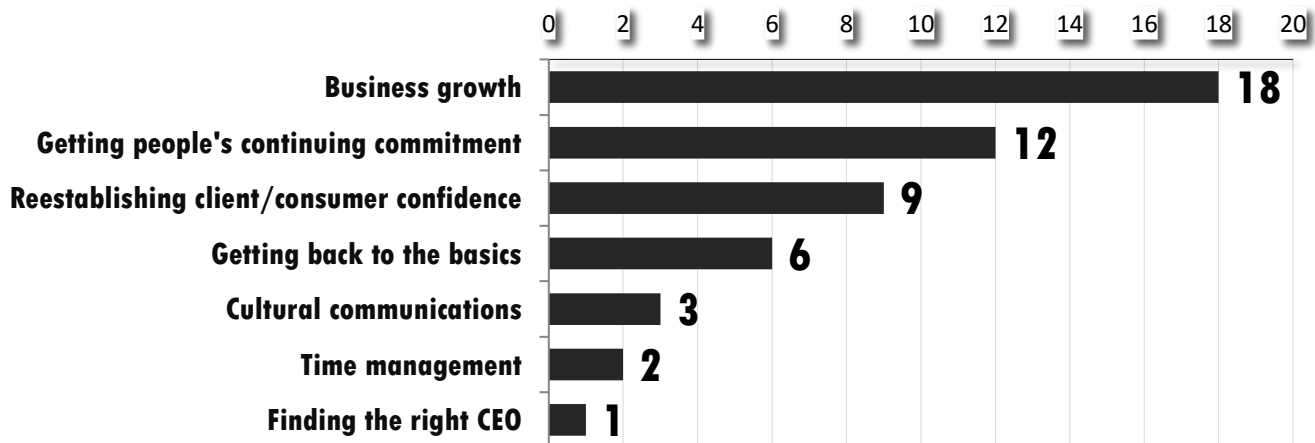
Executive Exercise

N = 57



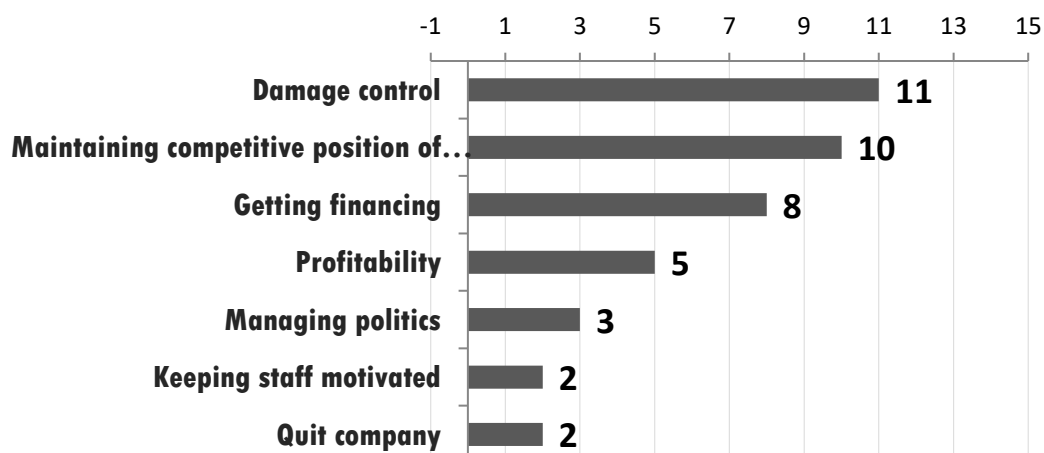
Biggest Challenge of Dubai CEOs

N = 51



Second Biggest Challenge of CEOs

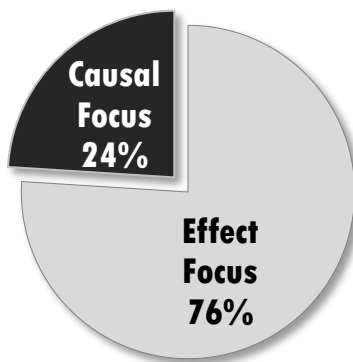
N = 41



Executive Exercise

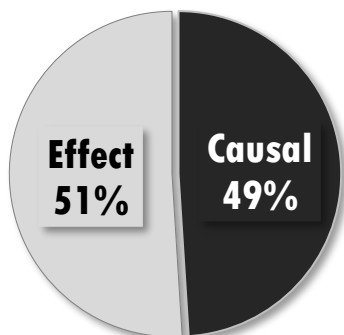
- UAE Chief Executives did at least twice better than their worldwide counterparts
- Dubai's cultural sensitivity and receptivity enhances the outcome of this exercise
- Arabic adaptableness to both
R ► L and L ► R
creates fertile space for breakthrough execution
- Such informal feeler exercises planned for use in a few companies

Biggest Challenges of Dubai CEOs



- 1 in 4 Dubai CEOs think about causal relationships and builds a dynamic understanding of complexity
- Despite global recession, some CEOs in Dubai are fancying double-digit growth. Supply-demand disparities are not accounted for in their business strategy
- *"Getting my top-team to understand and subscribe to long-term strategy"* is an impediment for several organizations desiring to build teamwork at the top
- Pursuit to redefine strategy and organization based on sound principles, long-term focus, and right values
- Going through gatekeepers and politics of survival

Second Biggest Challenges of Dubai CEOs



- At least 50% of Dubai CEOs think causally also at the second level or for their next biggest challenge
- More aggressively seeking financing seemed to have become the survival goal – unrelenting to (even recent) past low returns in last wave of financing
- Motivating staff and generating competitive position for the organization is a factor increasingly being considered by some CEOs
- Integration is a challenge owing to "cultures"
- A few CEOs considering "give up" or "change place" moves

2010 Dossier of Prioritized Approaches

REASONS

Dynamic Governance <i>Continually shaping stakeholder integration transcending management lifecycles</i>	1
Leader Integrator <i>Actively building and harnessing integrative capabilities for strategic sustainability</i>	2
Leadership Grid® System <i>Systematically developing the individual and the organization for the next level</i>	3
Meeting Metaphors <i>Handling complexity with clarity and concreteness communicating consistent models</i>	4
Strategic Streamlining <i>Enduring approach to corporate resources while aligning with focus and fertility</i>	5
Systemic Culture <i>Assessing culture continually fostering innovation and breakthrough performance</i>	6
Value Design <i>Redefining business value at three levels generating productivity and profitably</i>	7
Miscellaneous/Other <i>Miscellaneous methods and various popular approaches</i>	8

*Seeking multiple, even competing
models, and capabilities
leveraging diversity in new ways*

*Taking big-picture context of
realities to generate new social
frames and business potential*

*Re-strategizing with a long-
view; replacing "mantras" and
popular "TLA -hold"*

*Revisiting basics; our true value
to the market and differentiated
positioning in industry/region*

IMPLY

#

Shaded tab
is a priority
for 2010-11

Emerging change in outlook and approach

- Focus moving to causal business logic
- Urgency for context and streamlining
- Emphasis on integration and synergy

Follow-up Actions



CEO Clubs UAE

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"The prosperity that we have witnessed has taught us to build our country with education and knowledge and nurture generations of educated men and women."

Sheikh Zayed Bin Sultan Al Nahyan

(May Allah SWT have mercy on him. Amen.)

"A true commitment to tapping all of the available work fields, combined with a high enthusiasm for acquiring knowledge, broadening horizons and benefiting from modern science is necessary for the UAE to succeed in taking a forward step into the 21st century."

H.H. Sheikh Khalifa Bin Zayed Al Nahyan

The Leader Integrator President of UAE

"Emirates has made a mark on the world and Dubai has built something for the world that is built by human beings."

Sheikh Mohammed Bin Rashid Al Maktoum

The Visionary Ruler of Modern Dubai

The CEO Clubs membership is by invitation only:

An exclusive environment and experience . . .

Frequent business-to-business networking . . .

First organization to announce *Sheikh Khalifa Leader Integrator Award* in 2008

Connecting with global business opportunities in fast-growing markets like China, India, Russia, Japan, Korea, UAE, UK, USA, and more

. . . Translating to business success.

BRINGING WORLD BUSINESS TO UAE

& TAKING UAE LEADERS TO THE WORLD

