

MELA 8 Masterclass Agenda

March 1 - 12, 2017
Sharm El Sheikh, Egypt



Hyatt Regency Sharm El Sheikh Resort
Gardens Bay, Kendy Mall 7, El-Salam, Sharm El Sheikh, Egypt
Phone: +20 69 3601234

Lunch and dinner venues will be announced on a daily basis.

Wednesday, March 1, 2017

Casual

Arrivals throughout the day

- | | | |
|----------------|---|--------------------------|
| 3:00 pm | Official hotel check in time | Registration Desk |
| 4:00 - 8:00 pm | Program Registration | MELA Office |
| 8:00 - 9:30 pm | Informal Dinners by Breakout Groups
For those arriving in time, look for invitations to join other members of your Learning Group and your facilitators for an informal dinner before the program starts. | |

Thursday, March 2

Attire: Business attire

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|----------------|---|-------------------|
| 6:30 - 8:45 am | Breakfast included at your leisure | Restaurant |
|----------------|---|-------------------|

- 9:00 - 9:30 am **Welcome and Opening Remarks** *Meeting Room*
Samer Ebbini, Executive Director, MELA
- 9:30 - 10:30 am **Leadership: An Inquiry** *Meeting Room*
John King, Author, Cultural Architect, and Rogue Scholar
We explore the nature of leaders and leadership through an interactive, participatory discussion drawing on the collective knowledge, experience, and insights of the MELA Masterclass participants.
Outcomes: The emerging themes will provide a foundation and direction to the program and offer you new ways of seeing yourself, your role as a leader, and how you relate to those you lead and those who lead you.
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- 10:30 - 11:00 am Refreshment Break
- 11:00 - 12:30 am **Take Your Leadership to the Next Level** *Meeting Room*
Jim Crupi, President and Founder, Strategic Leadership Solutions, Inc.
So you think that you really know what it takes to be a leader in the information age - an age with profound implications for you as a leader with people increasingly substituting belief for knowledge and hope for expectation? Do you think people really understand your organization's vision? If someone took away your title, would they still follow you? Do you believe that some things are impossible to accomplish? Are you seeking the keys to leadership for the modern age? This presentation will challenge your beliefs about leadership, making you wonder just how good you are before giving you the insights necessary to take your leadership to the next level.
Outcomes: A new way of understanding how you became a leader and what it means for your future, how to frame a successful vision - both personally and professionally, and how to avoid the perils and compensate for the costs of leadership.
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- 12:30 - 2:00 pm Group Lunch
- 2:00 - 4:00 pm **Understanding Yourself and Others** *Meeting Room*
Dr. Alaa Nasief, CEO & Founder Hadara
You cannot lead others if you don't understand yourself. The need to understand yourself, and thereby others, is critical to many aspects of effective leadership.

Outcomes: You will gain insights into your personality and how it affects your ability to communicate and lead others as well as how your personality complements and conflicts with the personalities of others.

4:00 - 4:30 pm Refreshment Break

4:30 - 6:30 pm **Learning Group Session:
Introductions**

Assigned Rooms

You will be pre-assigned to a small Learning Group moderated by successful business leaders who will serve as facilitators, learning coaches and mentors for the program. This session provides an opportunity for you to meet your facilitators as well as other members of your Learning Group, collectively establish the ground rules for group learning, address any questions, and share your individual goals for the program.

6:30 - 7:30 pm Break

7:30 - 10:30 pm **Dinner and Participant Introductions**

You will be seated in pre-assigned pairs for dinner, giving you time to get to know more about your assigned colleague. After the main course, each pair of participants will briefly introduce each other to the larger group. Introductions should be limited to no more than two minutes each and should focus on things about your colleague that would be of interest to the group but are not included in their bio. In particular, why might others seek this person's help with challenges that they are facing? How might others help this person with his or her challenges - personal or professional? What relationships, expertise, accomplishments or unusual experiences make this person uniquely interesting?



Friday, March 3

Attire: Business casual

6:30 - 08:45 am Breakfast included at your leisure

Restaurant

9:00 - 10:30 am **Understanding Yourself and Others - Continued**
Dr. Alaa Nasief, CEO & Founder Hadara

Meeting Room

10:30 - 11:00 am Refreshment Break

11:00 - 12:30 pm **Culture and Your Place in The World**
Marco Blankenburgh, Partner, KnowledgeWorkx

Meeting Room

"The world has become global and interculturally complex. More than ever before we are asked to navigate cultures not only in our work but also in other spheres of our lives. The 'Three Colors of Worldview' will equip you to analyze intercultural dynamics and develop powerful adaption strategies to succeed with people no matter where they are from. The Three Colors of Worldview is part of a larger development journey that empowers you with the Inter-Cultural Intelligence needed to thrive in a global and interculturally complex world." **Outcomes**

Overview of Global trends: the business case for developing Cultural Agility, learning to see the intercultural world around you with new eyes, Creating the third cultural space: The mechanics of creating culture together, Understanding the Three Colors of worldview:

- Introduction
- Your personal report
- Case studies/movie clips/ other practical applications

12:30 - 2:00 pm Group Lunch + Friday Prayer

2:00 - 3:30 pm **Culture and Your Place in The World** **Meeting Room**
Marco Blankenburgh, Partner, KnowledgeWorkx
Trust is critical in developing relationships with consumers, friends or anyone that matters in your world. You should seek to understand your audience and craft accurate, relevant content that values their time and attention.

- *People seek content that informs, inspires and engages. Does your content please your customer?*
- *Truthful content that meets your customer's needs is the key to creating and maintaining a relationship.*
- *Remember: Customer Decision Journeys vary.*
- *People seek content that informs, inspires and engages, and they will bounce at any friction points.*
- *Today, the lines of conversation between brands and their customers are heavily disrupted by the pervasiveness and over-abundance of digital information. Your content HAS to be better.*

3:30 - 4:00 pm Refreshment Break

4:00 - 5:30 pm **Values-Based Stories** **Meeting Room**
John King, Founding Partner and CEO of Cultural Architecture, Inc.
Jim Crupi, President and Founder, Strategic Leadership Solutions, Inc.
 The ability to tell your story is a key element of establishing relationships, which in turn are critical to effective leadership, persuasion, team building, and negotiations. The most effective stories are those that reflect our values and thereby reveal who we are.

Outcomes: In this session, you will experience the art of telling effective, values-based stories as a way of communicating more effectively and with greater impact. You will also have the opportunity to practice this skill by sharing a defining moment from your own life in the breakout session to follow.

5:30 - 8:00 pm **Learning Group Session:** *Assigned Rooms*
Telling Your "Defining Moment" Story

Our experiences help to define who we are and what we value most in life. Sometimes defining moments are the result of important events in our lives. In other cases, it might be a person who had a strong influence on our lives - a parent, friend, teacher, instructor, or boss - or even a brief or distant encounter with someone who inspired us at a crucial moment. For some, it happens at an early age; while for others it may be a gradual realization. You will have the opportunity to share a personal story with your small leadership group about a defining experience in your past that shaped your character, crystallized your values, and influenced your future leadership choices.

Outcomes: Through the insights from your own story and those of others, you will acquire a deeper appreciation of the values that make you "you."

8:00 - 9:00 pm Dinner

9:00 - 10:00 pm **Working Session:** *Assigned Rooms*
The Leadership Lifeline Exercise

In preparation for tomorrow's Learning Group Sessions, you will receive guidance from your Learning Group Facilitators for completing and contemplating your Leadership Lifeline either by working alone or in small groups with other participants of your choice.

Outcomes: You will gain a keener insight and appreciation of the people and events that have played a role in the formation of your character, values, and purpose in life; your strengths and weaknesses in dealing with those events; and your default ways of achieving success, handling adversity, and leading others.

Saturday, March 4

Attire: Business casual

6:30 - 8:45 am Breakfast included at your leisure *Restaurant*

9:00 - 10:30 am **Special Guest Speaker** *Meeting Room*
To be announced at the program

10:30 - 11:00 am Refreshment Break

11:00 - 12:30 pm **Understanding Life and Leadership** *Meeting Room*

Michael Kouly, President, Cambridge Institute for Global Leadership

In order to succeed in life and as a leader, one must understand oneself, others, systems, authority and leadership skills. This session will provide a general philosophy of life and leadership.

Outcomes: You will understand yourself in new ways and gain insights into the role you play as part of the various systems that evolve around and overlap in your professional and personal life.



12:30 - 2:00 pm Group Lunch

2:00 - 4:00 pm **Understanding Systems and Power - A Simulation** *Meeting Room*

Riyadh Moosa, Lean Value Stream Lead. PDO

This session offers a real time, face-to-face, non-computer based simulation of an organization or system in which leaders are given unlimited powers to make and change the rules of the simulation. The game is designed to illustrate the behavior of human beings in a system that naturally stratifies them organizationally, economically or politically.

Outcomes: You will observe and gain insights into the role of power and the impact it has on productivity, motivation, and relationships in general.

4:00 - 4:30 pm Refreshment Break

4:30 - 6:30 pm **Learning Group Session:** *Assigned Rooms*

Leadership Lifeline Exercise

This session uses the results of the Leadership Lifeline Exercise as a tool for exploring themes from your life's experience. Participants need to bring their Leadership Lifeline with them to this session.

Outcomes: You will gain insights into your values, purpose and uniqueness as a person and a leader.

6:30 - 8:00 pm Free time to prepare for the Cultural Exchange

8:00 - 9:00 pm Dinner

Sunday, March 5

Attire: Business during the day; casual or optional traditional wear for the cultural exchange in the evening

6:30 - 8:45 am Breakfast included at your leisure

- 9:00 - 10:30 am **How We Really Make Decisions** *Meeting Room*
Michael Kouly, President, Cambridge Institute for Global Leadership
Like the organization where you work, you are a complex system of competing values and interests, preferences and tendencies, aspirations and fears. When confronted with a decision, you often experience conflicts among your various interests and loyalties. This session delves into a deeper understanding of the feelings of obligation to your colleagues, community, and important figures from your past that affect your decision-making process. **Outcomes:** You will gain insights into the complex forces influencing your behavior, allowing you to make more responsible and effective decisions for yourself, your family, and your organization.
- 10:30 - 11:00 am Refreshment Break
- 11:00 - 12:30 pm **Purpose** *Meeting Room*
Michael Kouly, President, Cambridge Institute for Global Leadership
Leadership, and ultimately life, is about purpose. Finding your purpose is a key element in understanding yourself and achieving success in life. Understanding your purpose allows you to set priorities, make decisions, and allocate your time. It serves as a reminder of where you are going as a leader and why.
Outcomes: Get in touch with your purpose - that thing that is so important to you that you would be willing to put yourself in peril to serve it!
- 12:30 - 2:00 pm Group Lunch
- 2:00 - 3:30 pm **Guest Interview** *Meeting Room*
Fahad Al Rasheed, CEO, KAEC,
Andrew Crowe, Vice President/Country Chair KSA, Shell
- 3:30 - 4:00 pm Refreshment Break
- 4:00 - 6:00 pm **Learning Group Session:** *Assigned Rooms*
Current Challenges
During this session, you will have the opportunity to share, in a small group setting, specific challenges that you currently face in your career, organization or community.
Outcomes: You will receive valuable feedback and insights from your peers.
- 6:00 - 8:00 pm Free time to prepare for the Cultural Exchange
- 8:00 - 10:30 pm **Dinner and Cultural Exchange**
After dinner, participants from each country will take turns - approximately 5

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to 10 minutes each - sharing aspects of their respective cultures with the group through their choice of music, songs, dance, poetry readings, re-enactments, skits, ceremonial demonstrations, etc. Attendees from each country should plan to get together beforehand to discuss what they want to do and to bring along appropriate traditional wear, audio/visuals, and props as needed.

Monday, March 6

Attire: Business casual

6:30 - 8:45 am Breakfast included at your leisure *Restaurant*

9:00 - 10:30 am **Team Challenge** ***Meeting Room***

Ginny Jackson, MELA Facilitator Coordinator

You will face a challenge requiring you to make individual decisions then group decisions about desired outcomes as constrained by people and resources.

Outcomes: You will experience the many challenges of working together with other leaders under pressure. In the process, you will also learn something about yourself and your teammates regarding your personality types, personal priorities and core values.

10:30 - 11:00 am Refreshment Break

11:00 - 12:30 am **Building High Performance Teams** ***Meeting Room***

Jim Crupi, President and Founder, Strategic Leadership Solutions, Inc.

Are you sure you are getting the most from the teams you are building? Teams are crucial to accomplishing the goals and objectives of modern organizations. This segment brings together concepts from the earlier sessions and highlights the keys to building and running successful teams. You will be placed in teams and accomplish things you initially believe are impossible.



Outcomes: You will experience a high performance team in action and learn how important task clarity is in overcoming the natural inclination of your organization to rely on past experience. In certain instances, you will learn that your experience is a liability and can prevent your organization from accomplishing world-class results.

12:30 - 2:00 pm Group Lunch & Introducing the Capstone Project

2:00 - 3:30 pm **Building an Effective Organization - A Simulation** ***Meeting Room***

Jim Crupi, President and Founder of Strategic Leadership Solutions, Inc.

The moment you walk into the room, you will be inside a simulated company

where you will experience the secrets of organizational change and discover the power of moving to an efficiently designed, well-led organization that taps into the energy of individual empowerment and teamwork. This powerful simulation shows you how to:

- Build commitment to a team structure
- Energize existing teams
- Create an organizational vision and mission that people actually understand
- Gain commitment to the need for change
- Dramatically increase your organization's productivity (by 5000% in the simulation!)
- Open lines of communication and cooperation among departments and units

Outcomes: Learn and experience the dynamics that determine the difference between average organizational performance and world-class organizational performance. See and feel how different leadership styles affect your personal and organizational performance and morale.

3:30 - 4:00 pm Refreshment Break

4:00 - 5:30 pm **Building an Effective Organization Concluded** *Meeting Room*

5:30 - 6:00 pm Refreshment Break

6:00 - 7:30 pm **Purpose Continued** *Meeting Room*
Michael Kouly, President, Cambridge Institute for Global Leadership

Outcomes: Specific and detailed insights from Michael Kouly about finding your purpose and acting on it.

7:30 - 8:00 pm Break

8:00 - 9:00 pm Dinner

Tuesday, March 7

Attire: Business casual

6:30 - 8:45 am Breakfast included at your leisure *Restaurant*

9:00 - 10:30 am **Creating a Strategy that Makes a Difference** *Meeting Room*
Jim Crupi, President and Founder, Strategic Leadership Solutions, Inc.
John King, Author, Cultural Architect, and Rogue Scholar

In the new and rapidly changing economy, strategizing is much more than just visioning, forecasting, and planning. The modern subject of business strategy has evolved to a set of analytic techniques for understanding better, and so influencing, an organization's position in its actual and potential marketplaces. Issues of strategy have been redefined as issues of implementation based on the underpinning disciplines of economics and organizational sociology.

Outcomes: You will be given a strategy model that focuses on the match between the internal capabilities of your organization and its external environment and provides a structure in which the process of strategy formulation and its implementation are bound together.

10:30 - 11:00 am Refreshment Break

11:00 - 12:30 pm **Accountability: The Key to Driving a High Performance Culture** *Meeting Room*

Greg Bustin, Vistage Master Chair, Speaker and Author of Accountability: The Key to Driving a High Performance Culture.

Accountability. Just saying the word conjures all sorts of negative images: micromanagement; an emotional, mean-spirited conversation; punishment. It can be all of those things, but it doesn't have to be any of them. You will be shown how to:

- Approach accountability as a reward and not punishment
- Think creatively about the tool that does the heavy lifting of accountability
- Exercise your mind when facing a conversation with an under-performer

Outcomes: This session provides a new way for leaders to think about accountability. Armed with a fresh mindset, you can transform the way you manage, motivate and mobilize yourself, your team, and, ultimately, your workforce. You will learn specific skills needed to hold others accountable for missed expectations, broken promises, and generally bad behavior in a way that solves the problem *and* enhances the relationship.

12:30 - 2:00 pm Group Lunch

2:00 - 3:00 pm **Holding Yourself and Others Accountable** *Meeting Room*
Greg Bustin, Vistage Master Chair, Speaker and Author of Accountability: The Key to Driving a High Performance Culture.

3:00 - 5:30 pm **Learning Group Session: Holding Others Accountable** *Assigned Rooms*

Through videotaped role-playing exercises with members of your small leadership group, you will have the opportunity to practice the skills introduced in the previous session by role-playing holding someone accountable in relations to a current challenge that you face in your personal

or professional life. You will discuss with your peer group better ways that you and they might handle such situations in the future.

Outcomes: You will learn how others perceive you when you are confronted by conflict and how to handle future conflicts in a more effective manner. In particular, you will be prepared to confront those whom you need to hold accountable for their broken promises and missed expectations that are keeping your team, department, or organization from achieving its full potential.

5:30 - 6:00 pm Refreshments break

6:00 - 7:30 pm **Small Group Discussions** *Informal Venues to be Announced*

You have the opportunity to participate with your peers in a small group discussion led by knowledgeable business leaders on the topic of your choosing:

- ***How Your Brain Preferences Affects your Ability to Lead*** / Dr. Antoine Eid, Managing Partner, Leapership Consultants LLC
- ***Becoming an Entrepreneur: Starting and Growing a Business*** / Meade Sutterfield, Private Equity Investor
- ***My Story: How I Found My Purpose and Built an Organization to Serve It*** / Lubna Izziddin, President, SANAD

Outcomes: Specific and detailed insights from leaders who have personal and professional experience in successfully managing the areas covered in each discussion.

7:30 - 8:00 pm Free Time

8:00 - 9:00 pm Dinner

9:00 - 10:30 pm **Introduction to the Capstone Project** *Meeting Room*

Samer Ebbini, Executive Director, MELA, John King, Founding Partner and CEO of Cultural Architecture, Inc, Linh Quach, Founder, Q International

The Capstone Project challenges you to work together as a team to identify an issue that engages the passions of the team members, requires the help of others beyond the team to realize, and makes a difference in the service of others, preferably across countries in the region. Once you have identified a meaningful issue, the task is to design a project or program to address that issue which is both realistic and something that the team members are committed to actually undertaking together after completing the program. Over the course of the next few days, your team will develop an appropriate strategy for your project which you will present to the entire group in a plenary session on Friday afternoon. The Capstone Project requires that you use all the knowledge and skills that have been covered during the entire program - leadership, personality profiles, decision making, purpose, team building, strategy, influence, accountability, negotiation, etc. You will do so under the

watchful eyes of successful business leaders serving as teaching coaches who will provide valuable feedback at critical stages along the way.

Outcome: You will learn just how good you are at leading other leaders to develop a project that will make a difference on an issue that matters to you and to the region.

Wednesday, March 8

Attire: Business in the morning and casual for the excursion in the afternoon

6:30 - 8:45 am Breakfast included at your leisure *Restaurant*

9:00 - 10:30 am **Influencing Change** ***Meeting Room***

Victor Antonio, Sales Consultant, Author, and Professional Speaker

Stop feeling helpless! This leadership keynote focuses around understanding the different strategies we can use to influence or persuade others to execute 1) their personal goals, and 2) your company's short and long-term goals. Every day is filled with 'influence moments' where you can move and guide others to follow your lead. Learn how easy it is to drive other's decision-making process!



Outcomes: Knowing how and why influence works will allow you to:

- 1) benefit from being a master persuader and 2) be able share this knowledge with others.

10:30 - 11:00 am Refreshment Break

11:00 -12:30 pm **Guest Interview** ***Meeting Room***

H.R.H. Prince Saud Bin Khalid Al-Faisal

12:30 - 12:40 pm Group Picture

12:40 - 1:00 pm Free time

1:00 pm **Afternoon Excursion** ***Meet in Lobby***

Details to be announced.

Thursday, March 9

Attire: Business casual

6:30 - 8:45 am Breakfast included at your leisure

- 9:30 - 11:00 am **Sales Excellence Through Influence** *Meeting Room*
Victor Antonio, Sales Consultant, Author, and Professional Speaker
This presentation is loaded with research and studies on how to influence the buying process and increase buyer satisfaction. Find out why outdated techniques don't work anymore. Learn how to position your product by framing the context of the conversation. Find out how to reduce buyer resistance and gain their acceptance by employing simple to use strategies and tactic!
- 11:00 - 11:30 am Refreshment Break
- 11:30 - 12:30 pm **Revenue Growth Models** *Meeting Room*
Victor Antonio, Sales Consultant, Author, and Professional Speaker
There are many ways to grow your business. One of the challenges we face as sales leaders is communicating effectively to our team or executive team what needs to happen to grow the business. In this presentation, you'll learn about several sales growth models, how you can use them and more importantly how you can use them to communicate your sales vision effectively.
- 12:30 - 1:45 pm Group Lunch
- 1:45 - 3:45 pm **Negotiations Exercise** *Meeting Room*
Linh Quach, Founder, Q International,
Negotiation skills are vital to the successful leader. Typically, serious interests and identity concerns are at stake, especially when the powerless must hold their own against those who have the upper hand. Participants will glean valuable lessons from this dynamic, competitive, multi-round negotiation exercise.
Outcomes: This exercise provides a metaphor for different strategies for approaching a negotiation and demonstrates the value of finding common ground and collective identity, both with the other party to the negotiation as well as within your own team.
- 3:45 - 4:15 pm Break
- 4:15 - 5:00 pm **Negotiation Debrief**
Linh Quach, Founder, Q International
- 5:00 - 5:30 pm **MELA 8 Discussion**
- 5:30 - 6:00 pm Break
- 6:00 - 7:30 pm **Small Group Discussions** *Informal Venues to be Announced*
You have the opportunity to participate with your peers in a small group discussion led by knowledgeable business leaders on the topic of your choosing:

- **Securing Financing in the Region: Best Options** / *Wissam Darwiche, Executive Director, Principal Investments, Waha Capital*
- **Leadership and Followership** / *Gerry Woods, Regional Director, IDG Middle East*
- **Building Your Brand: Your Image in the Marketplace/ Danish Farhan, Founder & CEO, Xische**

Outcomes: Specific and detailed insights from leaders who have personal and professional experience in successfully managing the areas covered in each discussion.

8:00 - 9:00 pm Dinner

9:00 - 10:30 pm **Project Working Session:**

Preparing for the Capstone Project

Assigned Rooms

Victor Antonio, Sales Consultant, Author, and Professional Speaker

Participants work together to prepare for their presentations on Friday afternoon. **Outcomes:** You will have another opportunity to demonstrate your ability as a leader who can influence other leaders from across the region using the insights and skills developed throughout the program.

Friday, March 10

Attire: Business casual

6:30 - 8:45 am Breakfast included at your leisure

Restaurant

9:00 - 1:00 am **Project Working Session**

Assigned Rooms

Project Teams work on their ideas and related strategies for realizing their chosen project. (Lunch and Refreshment Break by Project Team)

1:00 - 3:00 pm **Project Team Presentations**

Meeting Room

The Project Teams reassemble in plenary to present their ideas for the Capstone Project.

3:00 - 4:00 pm **Learning Group Session:**

Assigned Rooms

Debriefing the Capstone Project

Project teams debrief with their facilitators and discuss plans for how to go forward with implementing their projects after the program is over.

4:00 - 4:30 Refreshment Break

4:30 - 6:30 pm **Learning Group Session: Future Aspirations** *Assigned Rooms*
 Participants are guided through a process of identifying their future aspirations and the steps that they need to undertake today to realize their aspirations.
Outcomes: You will set specific personal and professional goals and develop timelines for achieving them. In the process, you will realize ways in which others can support you and hold you accountable for achieving those goals and realizing your full potential in life.

7:00 pm Meet at the Lobby

8:00 - 10:00 pm Dinner Hosted by Shk. Hassan Al Kabbani (MELA Board Member)

Saturday, March 11

Attire: Business attire

6:30 - 8:45 am Breakfast included at your leisure *Restaurant*

9:00 - 10:30 am **Understanding the Power of MELA** *Meeting Room*
Samer Ebbini, Executive Director, MELA, Yazan Faouri, Network Manager, MELA, Linh Quach, Founder, Q International, Jim Crupi, Founder, SIBF & MELA

As an effective leader, you have the ability to shape the future; and MELA can play a powerful role in that process. Having completed the MELA Masterclass, you automatically become a member of the MELA network. With an understanding of the MELA concept, you will realize the potential power of the network for helping you shape the future, as well as the responsibilities of being a member of the MELA network. You will learn about the various ways in which you can participate in and contribute to the MELA network, including an introduction the powerful MELA Bond experience. In addition, you will learn that the power of MELA is multiplied by its affiliation with similar, parallel networks, including SIBF, a US-based network of experienced international business leaders; CELA, a network of leaders from business, government, and civil society in Central Asia and the Caucasus, formed in partnership with SIBF in 2002; and SEALA, the newest network formed by SIBF in 2014 and spanning South and Southeastern Asian countries from Pakistan to Indonesia.

10:30 - 11:00 am Refreshment Break

11:00 - 12:30 pm **Learning Group Session:**

Review & Wrap-Up

Assigned Rooms

You and your colleagues will have an opportunity to consolidate what you have learned, solidify newly formed relationships, and commit to leveraging your skills and relationships to solve the specific challenges you will face in your organizations, communities, and countries as current and future leaders from the region.

12:30 - 2:00 pm Group Lunch

2:00 - 3:00 pm **Saudi Economic Transformation Plan & Energy Markets Overview**

Meeting Room

Dr. Said A. Al-Shaikh, Group Chief Economist, The National Commercial Bank

3:00 - 3:30 pm Refreshment Break

3:30 - 6:00 pm **Graduation and Induction Ceremonies**

Meeting Room

You will be individually recognized, awarded a certificate of completion for the MELA Masterclass, and officially inducted into the MELA network.



6:00 - 7:30 pm Break

Attire: Business attire

7:30 pm **Grand Finale Reception and Dinner**

To be announced

Sunday, March 12

Attire: Casual

Departures throughout the day

Breakfast included at your leisure

12:00 Noon Official hotel check out time