

+ *Development*

The **RBL** Group

*Leadership Development*

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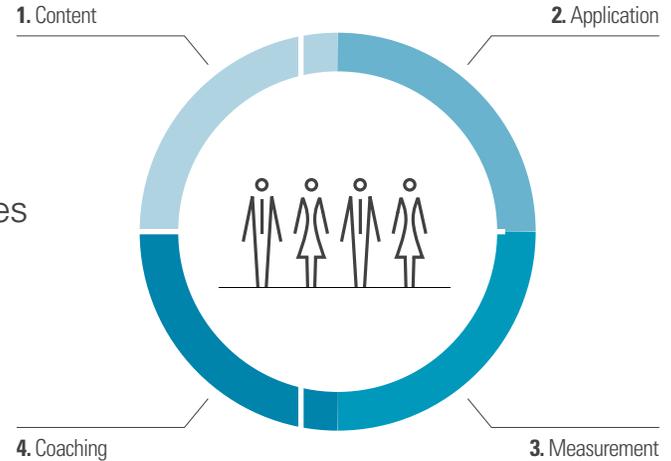
**+** *Development*

The **RBL** Group





Most training is unnatural. It happens out of context and doesn't prepare learners to tackle their day-to-day challenges. Our approach makes development natural because we focus on concrete improvement of skills that matter. Here are four key differentiators:



#### **CUSTOMIZABLE WORLD-CLASS CONTENT**

We wrote the books on leadership, HR, organization, and talent. Literally. We've also trained hundreds of global corporate professionals in all kinds of organizations to meet all kinds of challenges. Combining these big ideas and our rich experience, we develop engaging, results-based programs. We're experts in shaping custom programs that meet your unique needs and fit your budget.

#### **REAL-LIFE APPLICATION**

To impact your bottom line, training needs to develop not just skills, but the right skills. Our courses and workshops include simulations, case studies, and action-learning projects tied directly to your biggest challenges and projects. The outcome for learners: behavior changes that stick. The outcome for you: accelerated achievement of your business goals.

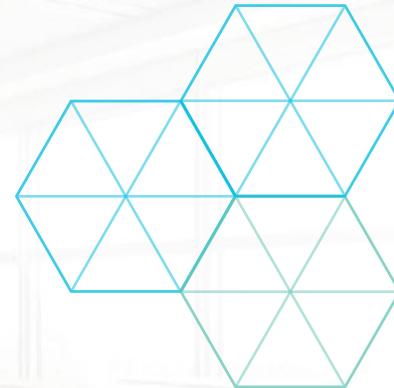
#### **ASSESSMENT AND MEASUREMENT**

Our surveys assess current performance so you can gauge future potential. Built on globally-recognized research on what creates value, each of our assessments is targeted to help identify specific areas of opportunity and take meaningful action towards improvement. Measuring the right things helps you get the right results.

#### **COACHING AND FOLLOW-UP**

Training only gets results if leaders change their behavior. Research shows that coaching is the most effective way to build better leaders. Our one-on-one coaching and follow-up helps create accountability and gives leaders the support they need to retain and apply conceptual learning so that they can achieve desired results.

# + LEADERSHIP DEVELOPMENT



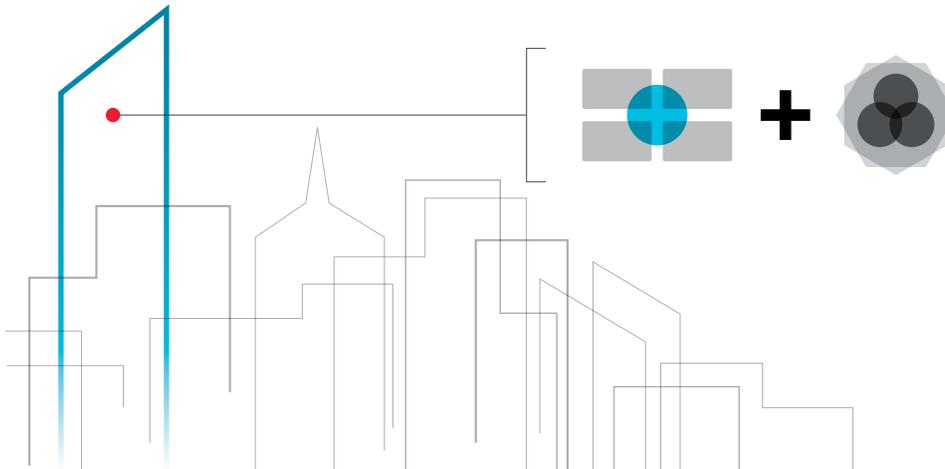
## **Leadership matters.**

Organizations that invest in leadership development perform better than those that do not. Simply stated, good leaders deliver better results.

## What makes an effective leader?

Through extensive research, we have developed a model, the RBL Leadership Code, that identifies the fundamentals of leadership. However, this model must be combined with the unique attributes of your organization's leaders, the differentiators, to really drive results. Our leadership development programs are based on this combination of our research and your brand identity.

We recognize that every organization is unique. We offer standard and custom workshops to ensure that your leaders are learning the skills that are most needed to address existing leadership gaps and better build your brand. Combining our foundational content with your unique framing creates engaging and effective programs.



In our research, we set out to synthesize the rules that govern what great leaders do.

# 60-70%

**The Leadership Code** are the essentials that leaders must know and do to be effective. Our research shows that 60-70% of effectiveness is the same for all leaders.

*Do I shape the future?*

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*Do I make things happen?*

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*Do I engage today's talent?*

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*Do I build the next generation?*

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*Do I invest in myself?*

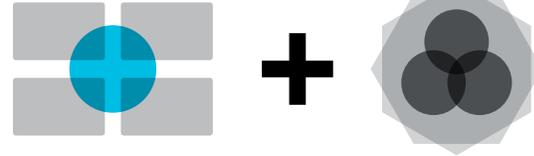
# 30-40%

**Differentiators** are the attributes that make your leaders unique to your company. Your firm brand identity (in the eyes of your best customers) must be made real to customers and employees through leader behaviors.

01

# LEADERSHIP CODE WORKSHOPS

*How do you give leaders the skills they need to deliver results?*



RBL has a library of development modules that can be combined to create a comprehensive development experience:

- ▶ **Strategist:** strengthen customer focus, have a point of view about the future, create strategic traction
- ▶ **Executor:** build social and technical proficiency, make decisions, ensure accountability, build teams, manage change
- ▶ **Talent Manager:** communicate, coach others, engage employees, resource to meet demands, create a positive workplace
- ▶ **Human Capital Developer:** map the workforce, help people manage their careers, find and develop next-generation talent, create networks, link firm and employee brand
- ▶ **Personal Proficiency:** create a personal leader brand and build physical, emotional, ethical, social, and intellectual resources
- ▶ **Differentiators:** innovation, corporate social responsibility, collaboration, efficiency, etc

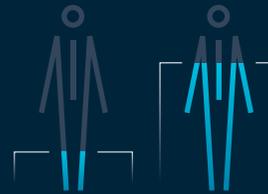
Our workshops are taught using a variety of interactive and engaging approaches appropriate for the level of the audience, including video cases, business simulations, mini-lectures, client cases, and group exercises. Each of our workshops requires that participants apply what they are learning to help them better deliver expected results.

*Learn more:* [rbl.net/go/lc-workshops](http://rbl.net/go/lc-workshops)

02

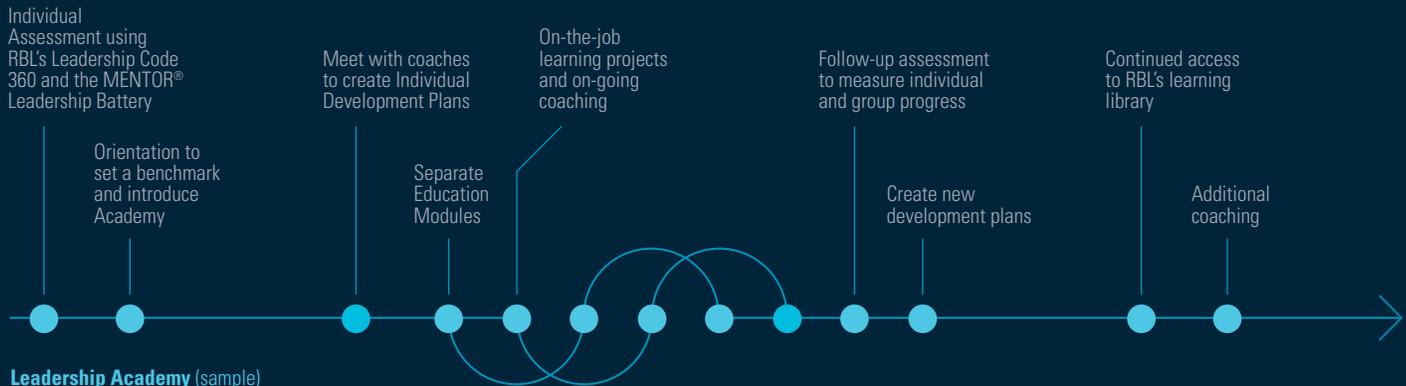
# THE LEADERSHIP ACADEMY

RBL's Leadership Academy is designed to accelerate leaders' development and improve business results. Programs are always tailored to your needs.



*"In a recent study, training alone improved leadership skills by 22%. When combined with executive coaching, improvement jumps to 77%."*

**— Fortune**



*Learn more: [rbl.net/go/lc-academy](http://rbl.net/go/lc-academy)*

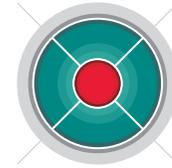
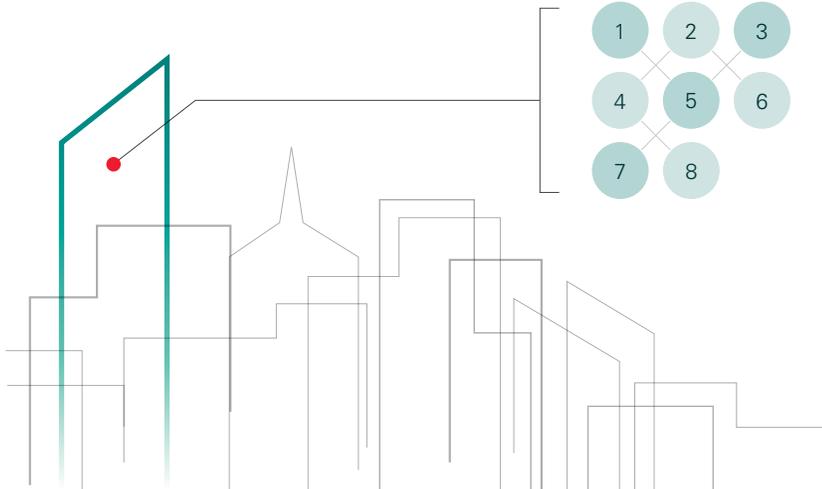


**+** *STRATEGIC HR  
DEVELOPMENT*

## How can HR add more value to the business?

If it's not strategic, HR isn't achieving its full potential. HR professionals who partner with the business to achieve results that meet stakeholders' expectations must know the business, have a point of view about how to implement the organization's strategy, and be able to focus on the results that matter most to external stakeholders.

We work with you to customize our existing content to your business needs. You don't need a big budget to get effective development solutions. Our workshops are available in a standard version or customized to meet your business needs. By specifically targeting your organization's skill gaps, our workshops focus your HR professionals on the things they need to know, be, and do to deliver real value.



Our HR workshops are based on the findings of the Human Resource Competency Study, the largest and longest-running global study on what makes HR professionals effective, which we conduct with the University of Michigan. This research shows which skills HR professionals can develop to have the greatest influence on business results.

### The HR Competency Study:



Combines input from line managers as well as HR professionals.



Measures which competencies most impact individual performance and drive business performance.

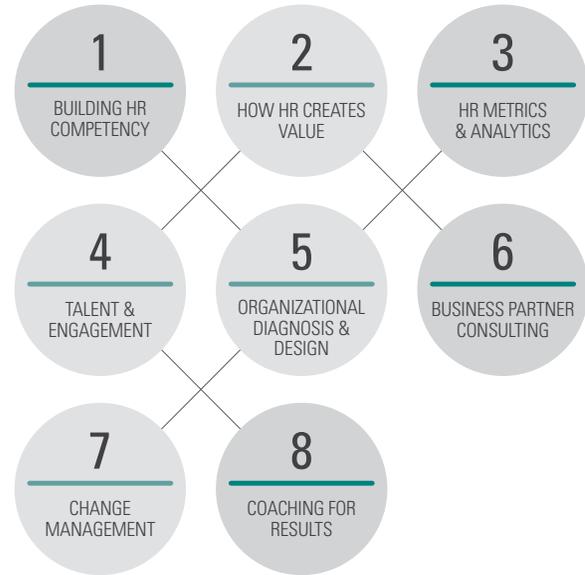


Includes 25 years of data—over 60,000 surveys—from all regions of the world.

03

## HR STRATEGIC PARTNERING WORKSHOPS

*What skills do HR professionals need so they can deliver real value?*



Based on our research and experience working with diverse organizations, we've identified eight areas of knowledge that strategic HR professionals need. These skills allow them to deliver expected results for internal and external stakeholders. HR professionals with these skills "have a seat at the table" and use this seat to implement their organization's strategic vision.

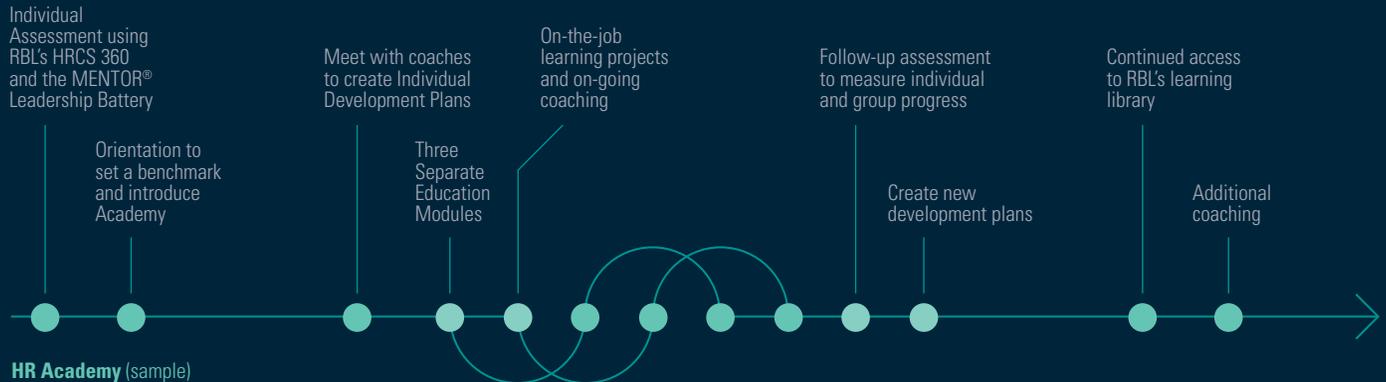
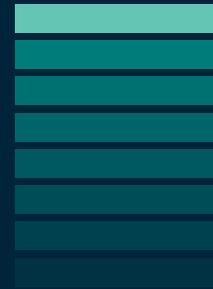
We offer eight workshops that develop these strategic partnering skills in your HR professionals. These workshops enable them to be more strategic and have a measureable impact on your bottom line.

*Learn more:* [rbl.net/go/hrsp](http://rbl.net/go/hrsp)



# THE STRATEGIC HR ACADEMY

HR professionals who contribute to business performance center their mindset on the goals of the business. This requires new ways of thinking and working. The HR Academy is a vehicle for developing this mindset and increasing the impact of the HR professionals in your company. To help participants make behavior changes that stick, it combines individual assessments, on-the-job learning, classroom workshops, and life experiences.



Learn more: [rbl.net/go/hr-academy](http://rbl.net/go/hr-academy)

A photograph of a modern building with a curved glass facade. The image is overlaid with a teal geometric pattern. In the bottom left corner, there is a teal plus sign followed by the text 'ORGANIZATION DEVELOPMENT' in white, italicized, uppercase letters.

**+** *ORGANIZATION  
DEVELOPMENT*

05

# ORGANIZATIONAL DIAGNOSIS & DESIGN WORKSHOPS

Our Organizational Systems Model is a tool for developing high-performance organizations (HPOs). It shows HR professionals how organizations work and how strategy affects structure so they can diagnose organizational dysfunctions and design fixes that deliver the results stakeholders value.

## Organizational Diagnosis

(1 day)

## Organizational Diagnosis + Design

(2 day)

## Advanced Organizational Design

(2 day)

Our workshops feature hands-on activities. Participants arrive with a specific organizational problem and our expert facilitators lead them through a concrete diagnosis and solution-finding process. We offer the following three workshops:

### **Diagnosis**

In the Diagnosis workshop, participants learn, then practice using, tools for diagnosing organizational problems.

### **Diagnosis + Design**

The Diagnosis and Design workshop includes tools for both diagnosing and addressing problems at the department or team level.

### **Advanced Design**

In this workshop, participants link strategy and capabilities to organizational design. They also learn to differentiate strategic from transactional work. This workshop focuses on multi-business or multi-function redesign and is particularly relevant for HR business partners in challenging and complex organizations.

*Learn more:* [rbl.net/go/od-workshops](http://rbl.net/go/od-workshops)



# + *Development*

The **RBL** Group

To inquire about our training  
and development offerings:

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