



Misk مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation

قيادات واعدة
10X Leaders

10X Leaders

Misk Leadership Excellence

DAY 3



Attendance

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation





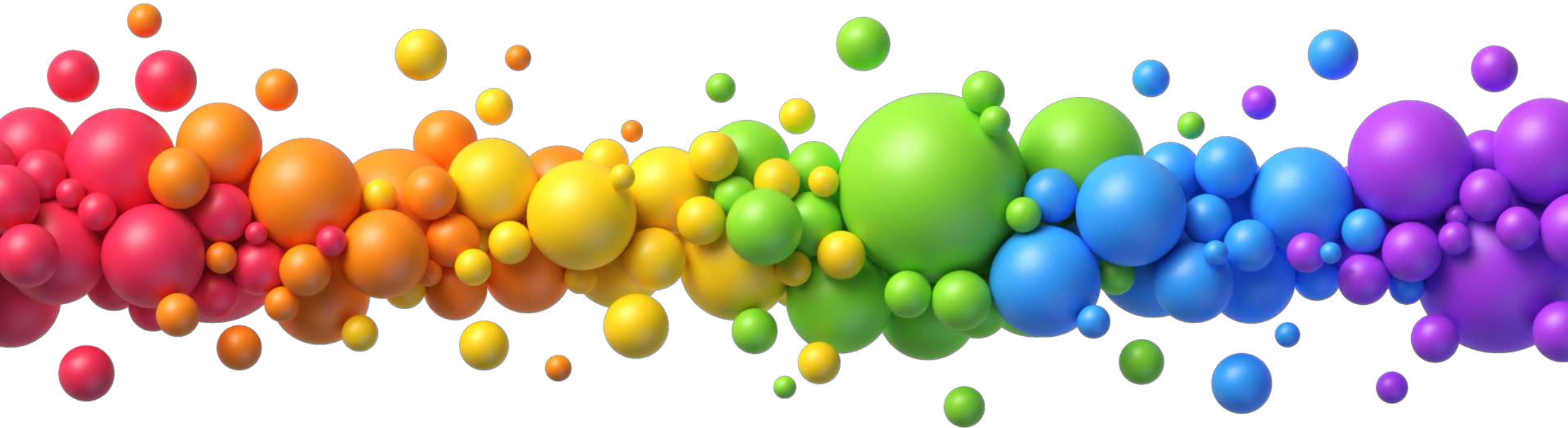
Ice Breaker: The Ball Activity

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



**Transition from yesterday's focus (team)
to today's focus (Innovation)**



AGENDA

9:00	Welcome, Icebreaker and Recap
9:30	Adapt to Change
10:30	Coffee Break (15 Mins)
10:45	Lead in the Digital Age
12:00	Communication
12:30	Lunch and Prayer Break (1 Hour)
13:30	Communication
14:00	Review and Wrap Up
14:45	Coffee Break (15 mins)
15:00	Capstone Session 1
16:00	End of Day

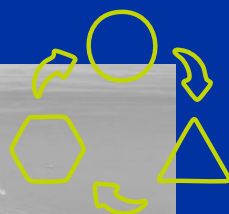




I am what you seek when things stay the same,
A constant in life, though not in name.

I come with the new, I leave with the old,
Embrace me, and you'll be brave and bold.

WHAT AM I?



Fundamental 1

Adapt To Change



DAY 3:

The 3 Fundamental Skills for Modern Leadership

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Adapt To Change

Fundamental 1

- Understand your Adaptability Quotient (AQ)
- Implement the ARC-EQ Model to improve your AQ
- Building a Change-Ready Culture



Digital Age

Fundamental 2



Communication Models

Fundamental 3

WHY CHANGE?

قيادات واعدة
10X Leaders

Misk مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Our Brain On Change

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



**Our brain is wired to detect
change as a potential threat.**

Common Reactions To Change

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Active Supporters

Quickly embrace and act on the change, driving it forward and encouraging others to get involved.



Passive Supporters

Align with the change but only do the bare minimum without actively promoting it.



Neutrals

Remain uncertain, waiting for more clarity or for others to take the lead before engaging.



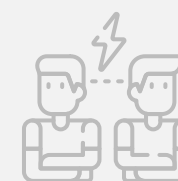
Active Resisters

Openly oppose the change, voicing concerns and trying to convince others to resist as well.



Passive Resisters

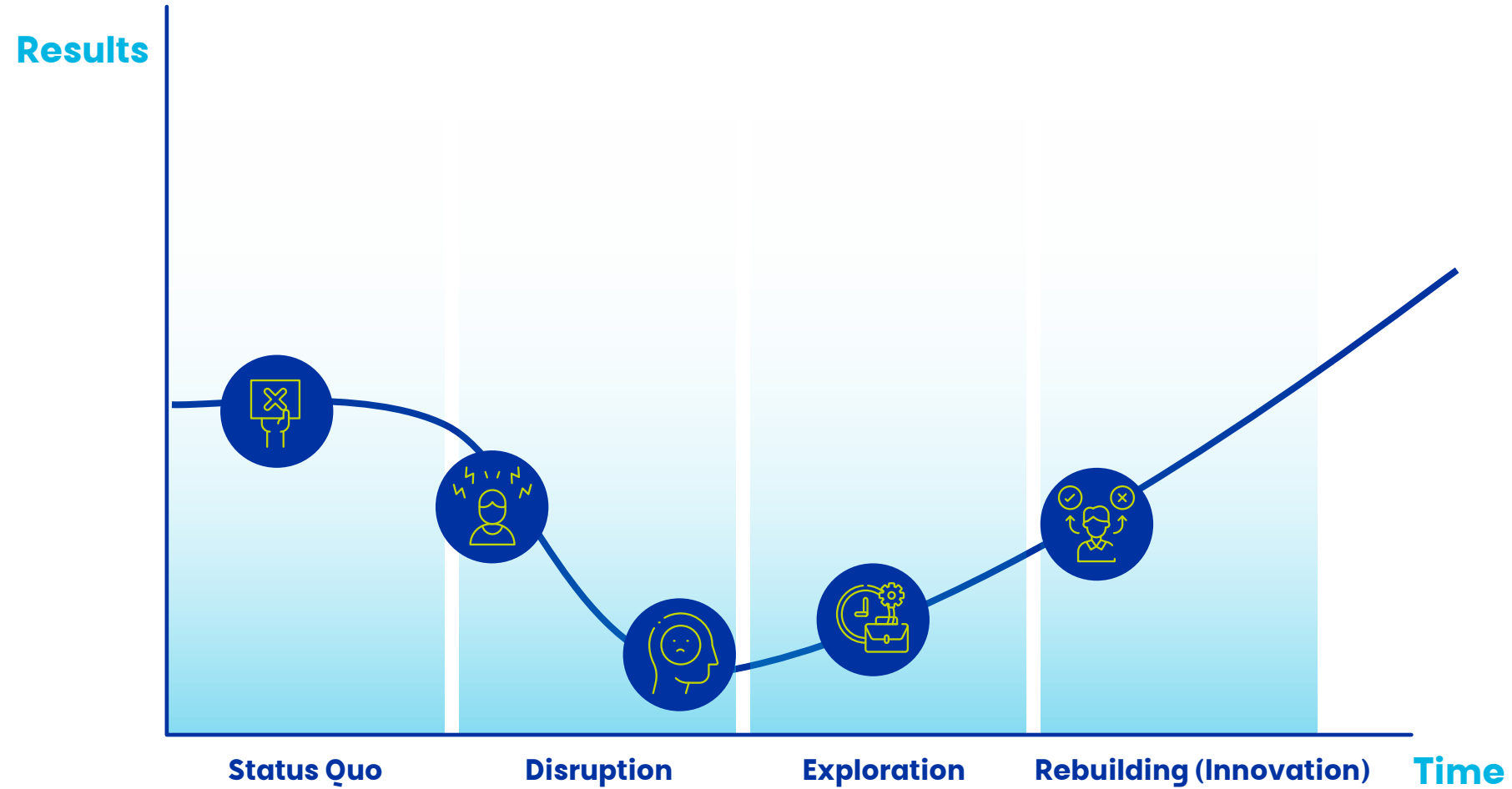
Quietly disengage from the process or resist behind the scenes, impacting the change's success.



The Change Curve

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation





“ “ Change is no longer optional it is essential for Saudi businesses to survive and thrive in today's economy

*Dr. Ghassan Al-Sulaiman (former Governor,
General Authority for SMEs)* ” ”



DISCUSSION



Which part of the **10X PROGRAM** do you think will challenge your adaptability the most?
And how do you plan to respond?



FUNDAMENTAL 1

Adapt To Change

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



TOPIC 1

Understand

Your Adaptability Quotient

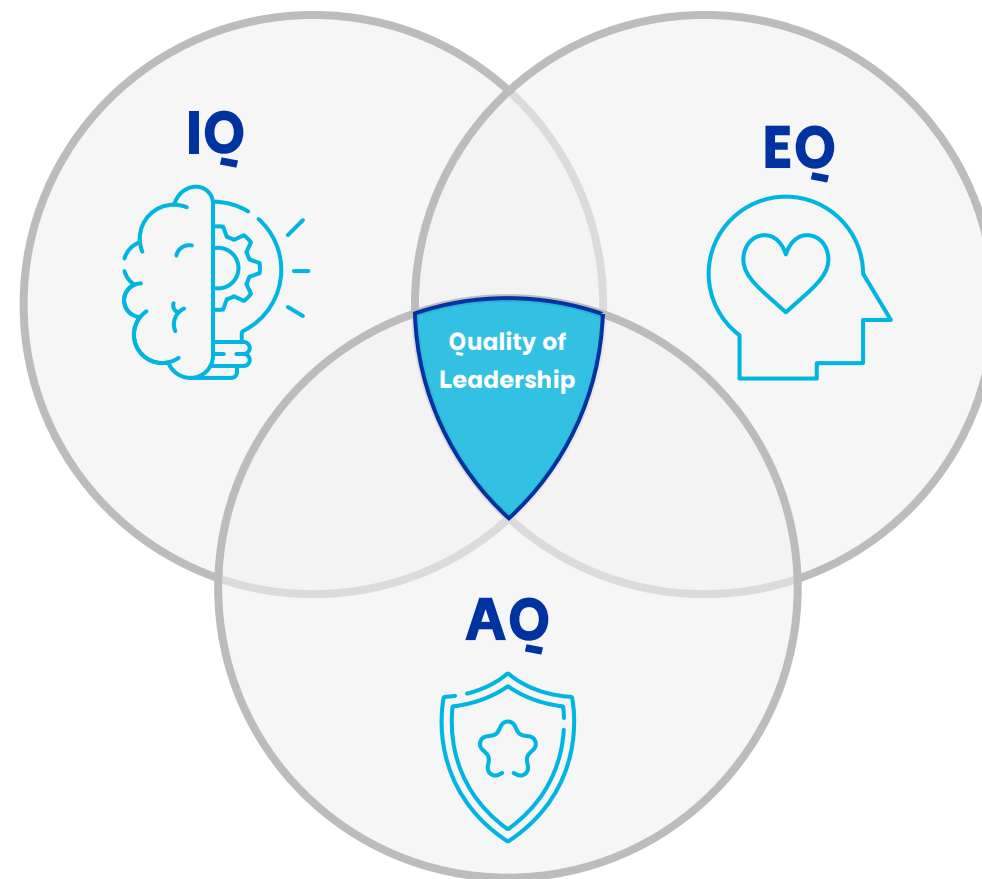


IQ = Intelligence Quotient

EQ = Emotional Quotient

AQ = Adaptability Quotient

In a world of persistent uncertainty,
AQ is the frontrunner.





AQ (Adaptability Quotient)

Adaptability quotient measures the capacity to adapt in changing circumstances





How can you develop AQ?

Use the
ARC-EQ Model



FUNDAMENTAL 1

Adapt To Change

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



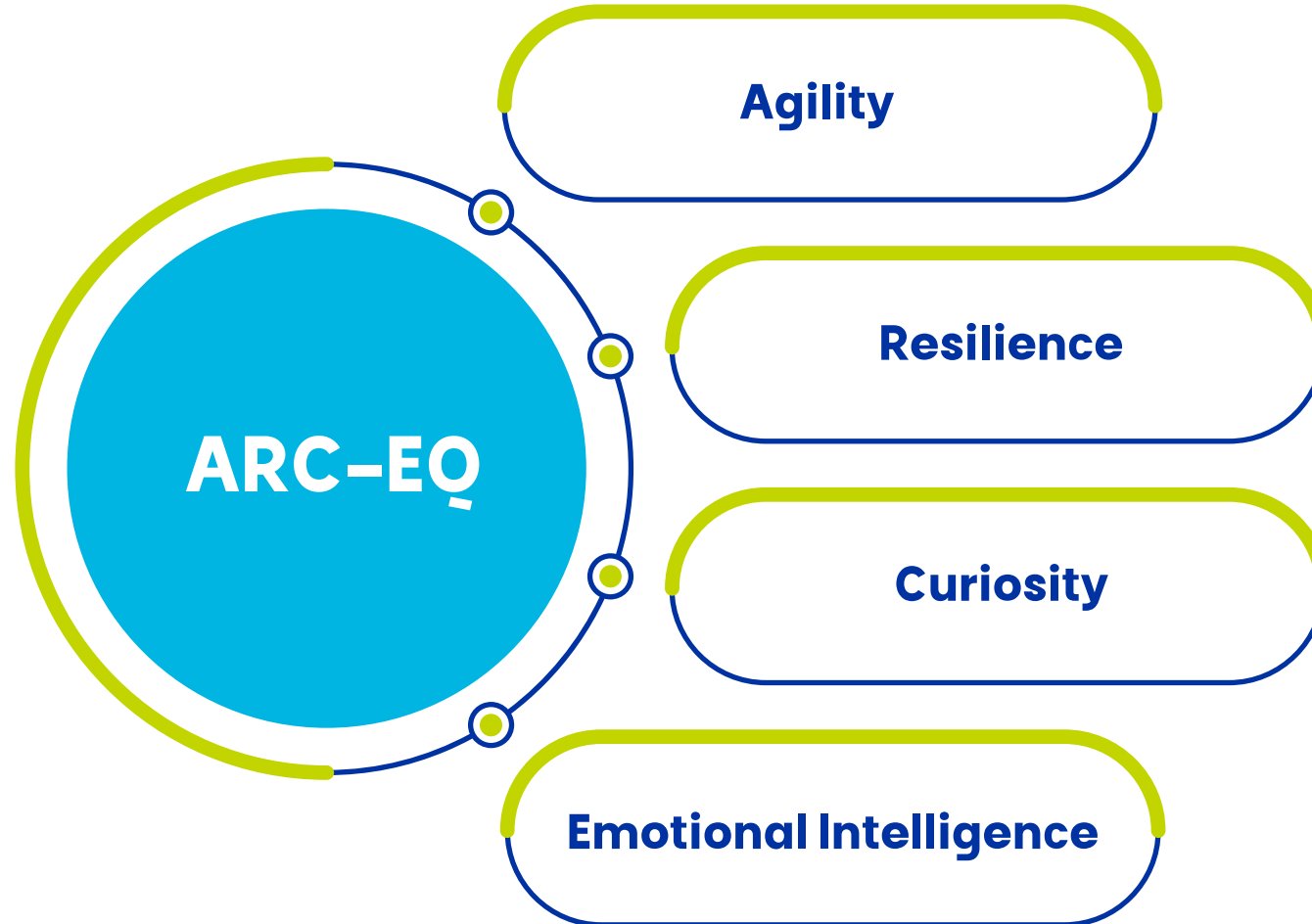
TOPIC 2

**Implement the ARC-EQ Model to
Improve Your AQ**

The ARC-EQ Model

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Neuroscience Elements – Essential For Adaptability

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



A

Agility

- Associated with prefrontal cortex
- Adaptive decision-making

C

Curiosity

- Stimulates Reward System
- Continuous Learning

R

Resilience

- Neuroplasticity Mechanisms
- Balance stress response

EQ

Emotional Intelligence

- Tied to Limbic System
- Empathetic Leadership

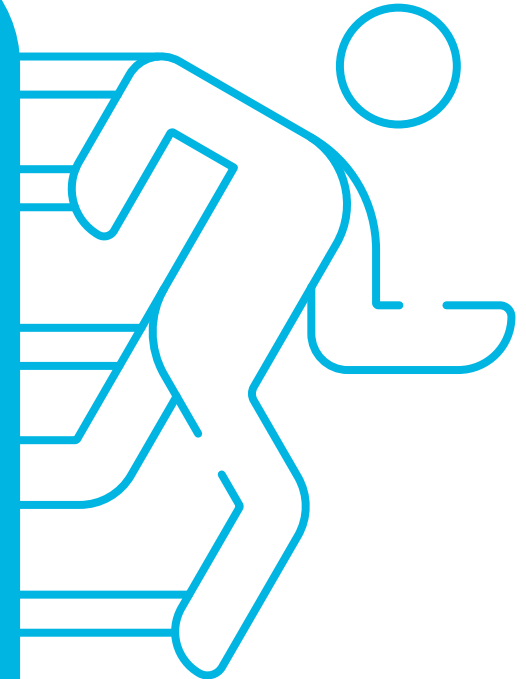


An Agile Leader Has:

- Mental nimbleness
- Flexibility
- A proactive approach to decision-making

An Agile Leader Is:

- Open to change
- Receptive to fresh ideas
- Able to adjust to new circumstances



AGILITY – It Can Be Nurtured!

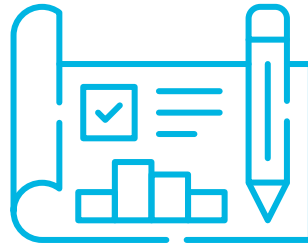
قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



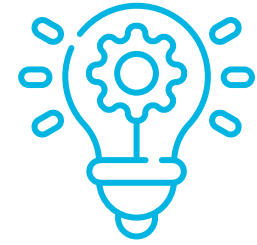
Continuous Learning

Identify **SKILLS** that can be improved and allocate time for development.



Strategic Planning

Assess and adjust current **STRATEGIES** to the changing environment.



Promoting Innovation

Through **BRAINSTORMING** AND problem-solving sessions with your team.

Resilience – How?

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Manage Stress

- Breathing exercises
- Meditation
- Physical activity



Positive Affirmations

- Create positive affirmations
- Positivity helps you recover from setbacks



Practice Reflection

- Evaluate your experiences
- Extract aspect that builds your resilience
- Put time aside and write down your findings

Curiosity – How?

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



A Curious Leader Has A Passion For:

- Learning
- New experiences
- Different viewpoints to broaden their understanding

Become More Curious By:

- Having a curiosity journal
- Attending learning exchanges
- Exercising inquisitiveness



Emotional Intelligence – Why?

قيادات واعدة
10X Leaders

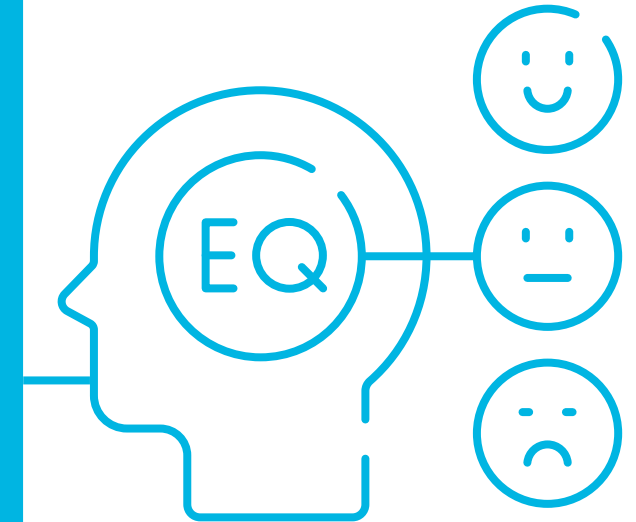
مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Emotional Intelligence Increases A Leader's:

- self-awareness
 - self-control
 - motivation
 - empathy, and
 - social capabilities
- which are integral for adaptability**

Leaders with a high EQ can regulate their emotions and their teams' emotions.



Emotional Intelligence – How?

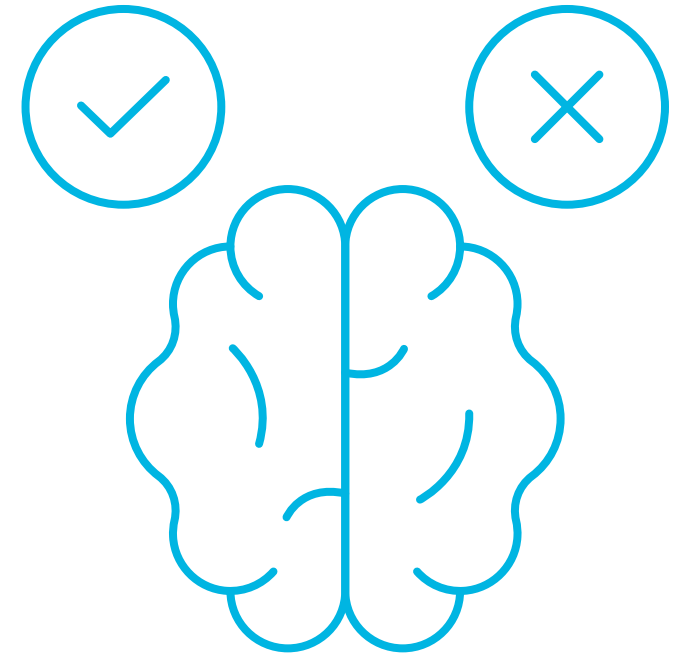
قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Leaders foster EQ by:

- Using Self-assessment tools
- Cultivate empathy
- Attend workshops to:
 1. **Enhance communication**
 2. **Improve feedback delivery**
 3. **Increase ability for conflict resolution which are integral for adaptability**



The Importance Of ARC-EQ For 10X Leaders

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



ARC Element	Brain Function	Relevance for 10x Leaders
Agility	Prefrontal cortex (executive functions)	Enables leaders to PIVOT in Capstone Projects, THINK STRATEGICALLY across modules, and manage competing demands in fast-changing environments.
Resilience	Stress response system + neuroplasticity	Builds the capacity to PERSIST THROUGH CHALLENGE , whether in team dynamics, feedback loops, or program expectations. Especially important during high-pressure modules and coaching sessions.
Curiosity	Dopamine and reward circuitry	Drives CONTINUOUS LEARNING , sector exploration, and engagement with unfamiliar ideas or innovation challenges throughout the SME, HCD, and NPO tracks.
Emotional Intelligence (EQ)	Limbic system and social cognition	Strengthens relationship-building, empathy, and COLLABORATION ACROSS CULTURES AND PERSPECTIVES core to accountability partnerships, team projects, and inclusive leadership.

WORKBOOK



قيادات واعدة
10X Leaders



Assess your ARC-EQ Status

Use the workbook to perform a quick self reflection on the ARC-EQ model.





FUNDAMENTAL 1

Adapt To Change

قيادات واعدة
10X Leaders

Misk مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



TOPIC 3

Building a Change-Ready Culture

How Can You Help Others Get Ready For Change?

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Any change can impact how the organization functions. Positive change unlocks **NEW OPPORTUNITIES**, inspires **INNOVATION**, and drives momentum.

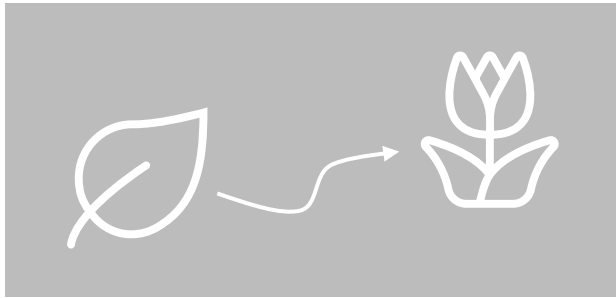
Leading Your Team Through Different Types Of Change

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



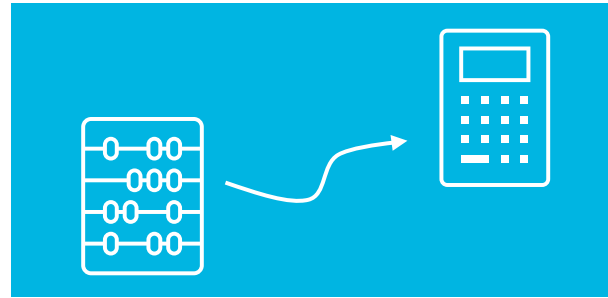
THREE TYPES OF CHANGE



DEVELOPMENTAL

Do the same thing but better.

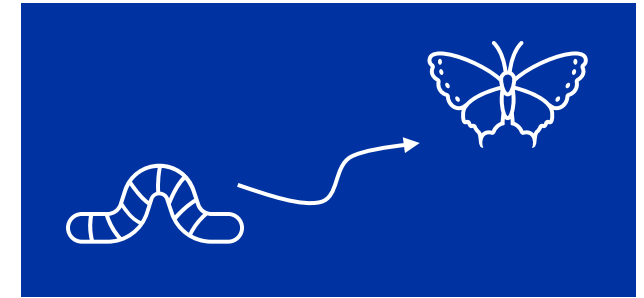
Think upgrade from **GOOD TO GREAT**.



TRANSITIONAL

Change of state.

Think of moving from **OLD TO NEW**.



TRANSFORMATIONAL

Fundamental shift.

Think of a **METAMORPHOSIS**.

Examples of **Developmental** Change in Saudi Arabia

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



10X Leaders Program

Vision 2030 Context

Saudi Organizations

Improving leadership
COMMUNICATION in
coaching sessions

Enhancing digital
government services

Ministry of Health introducing e-appointment systems to
reduce clinic backlog

Becoming more consistent
in giving **CONSTRUCTIVE
FEEDBACK**

Upskilling public sector
employees through national
learning initiatives

SABIC investing in internal **LEADERSHIP** training and
performance development

Deepening self-awareness
through **PERSONAL
REFLECTION**

Expanding SME mentorship
programs

Monsha at launching **MENTORSHIP** platforms and
bootcamps for startup founders

Examples of **Transitional** Change in Saudi Arabia

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Example from **10X** Leaders Program

Moving from working alone to working with a team on Capstone

Adopting a proactive leadership approach

Using sector-specific strategy tools from Module 2

Example from Vision 2030 Context

Digitizing HR and labor platforms like GOSI, Qiwa, and Musaned

Launching sustainable funding structures for NPOs

Reforming national education curriculum for future readiness

Example from Saudi Organizations

STC transitioning to hybrid work with digital productivity tools

King Khalid Foundation shifting from grant-based to impact-driven funding models

Ministry of Education rolling out digital learning via platforms like Madrasati

Examples of **Transformational** Change in Saudi Arabia

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Example from **10X** Leaders Program

Redefining your leadership identity and national contribution

Working on a Capstone that transforms the culture of inclusion or innovation

Adopting long-term systems thinking to lead beyond your sector

Example from Vision 2030 Context

Shifting from oil-dependence to innovation-based economy

Positioning Saudi Arabia as a global tourism and innovation hub

Transitioning from centralized to participatory governance models

Example from Saudi Organizations

Aramco launching innovation hubs and a venture capital arm to drive entrepreneurial ecosystem

Royal Commission for Riyadh City spearheading NEOM and The Line smart city mega projects

Absher platform enabling citizen interaction and digital government service access



DISCUSSION



**What does transformational leadership
mean to you and where in your work do you
see it emerging**

Time: 10 mins

Transformational Tactics

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



01. Lead by example

As leaders, we embrace **CHANGE**, support its cause, and show enthusiasm, positivity, and resilience in the face of uncertainty.



02. Develop a Growth Mindset

See **FAILURE** as a springboard to resilience and innovation.

“ In a growth mindset, challenges are exciting rather than threatening. So rather than thinking, 'Oh, I'm going to reveal my weaknesses,' you say, 'Wow, here's a chance to grow .>

”



03. Provide Resources and Support

As a **LEADER**, equip your team with the tools, resources, and support.

Guide Transformation

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Transformation Plan

- State the vision
- Outline steps
- Define roles and responsibilities
- Allocate resources
- Manage risks



Transparent Communication

Give:

- Reasons
- Objectives
- Expectations for the change
- Address concerns
- Give clear answers
- Encourage open dialogue



Stakeholder Engagement

- Team members
- Suppliers
- Customers

Use an adaptive approach for various stakeholder groups.



Manage Resistance

Stem from:

- Misunderstanding
- Fear of unknown
- Perceived loss

What to do:

- Address concerns
- Provide reassurance
- Offer training
- Refine the change plan



Monitor Progress

Regularly evaluate progress:

- Measure result
- Gather feedback
- Adjust the strategy



Celebrate Success

Why?

- Energize the team
- Strengthen commitment
- Foster a culture of appreciation

Managing Organizational Transformation

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Hiatt and Kotter's models

for organizational change rely on:

- Create a compelling **VISION**
- Communicate effectively
- **EMPOWER** individuals
- Consolidate gains



Jeff Hiatt



John P. Kotter



GROUP WORK EXERCISE



Let's watch this
Video Clip





**15
Minutes**

**Time For A Quick
Break**



Fundamental 2

Digital Age



DAY 3:

The 3 Fundamental Skills for Modern Leadership

قيادات واعدة
10X Leaders

Misk مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Adopt To Change

Fundamental 1



Digital Age

Fundamental 2

- 8 Skills to Lead your Team
- 8 Tools to Leverage Technology Effectively



Communication Models

Fundamental 3



Let's watch this
Video Clip



Video Reflection

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



What can you do (individually or with your team) to become more aligned with the digital future of the Kingdom?

Time: 5 mins





FUNDAMENTAL 2

Lead In The Digital Age

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



TOPIC 1

8 Skills to Leverage Technology



8 SKILLS

**You Can Deploy To
Lead Your Team.**

Leaders need to use traditional skills combined with technological skills to lead with success in the digital age.



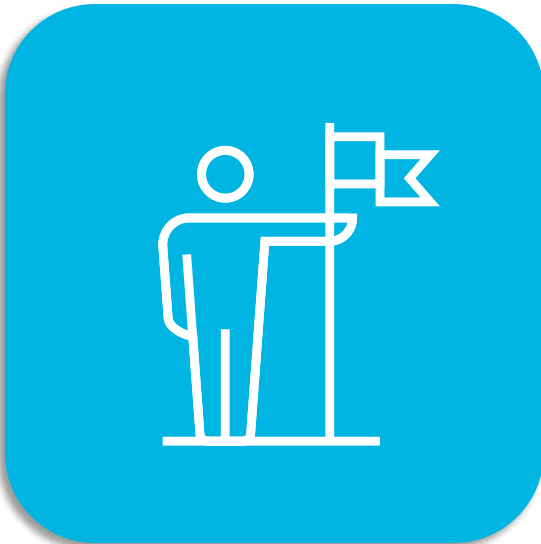
01. Develop Digital Literacy

- Understand the potential and implications of the technology.
- Have up-to-date knowledge of the appropriate technological landscapes.



02. Use Data To Help You Make Decisions

- It is crucial to interpret data correctly.
- You need a basic understanding of how data analytics works to make informed decisions.



03. Have Agility And Adaptability

- An agile mindset makes it easier to respond to changes or disruptions.
- Help your team increase their Adaptability Quotient (AQ).



04. Foster Innovation And Creativity

- Be open to new ideas.
- Encourage risk-taking.
- Think of set-backs as ideas that do not work



05. Strengthen Cybersecurity

- Understand the risks.
- Maintain security and integrity of organizational and customer data.
- Check cybersecurity data policies for different countries.



06. Maintain Digital Ethics

- Ethical implications are wide-spread.
- Balance technological changes with moral considerations.



07. Improve Digital Communication

- Master online communication tools and techniques to manage remote workers.
- Select the most effective channels, then be consistent in their usage.



08. Cultivate A Continuous Learning Mindset

- Update your skills and knowledge to keep up with change.
- Dedicate time to presenting new skills and technology to the team.

Some Notable Examples Of Famous Data Breaches

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Yahoo (2013 – 2016) * and **

- **Impact:** Over **3 billion user** accounts exposed.
- **Details:** This breach is considered one of the largest in history. Russian hackers exploited vulnerabilities to access user data, including names, email addresses, and passwords. Yahoo initially reported a breach affecting 1 billion accounts but later revised the number to 3 billion.
- **Result:** Company price drop by over **90%**, **\$35 million** fine and multiple law-suites.

Target (2013) **

- **Impact:** **40 million credit and debit card** records compromised.
- **Details:** Hackers gained access to Target's payment system through a third-party vendor's compromised credentials, leading to a significant financial and reputational fallout for the retailer.
- **Result:** The Target data breach had serious outcomes, including financial losses (**\$200 million**), legal repercussions, and harm to its reputation.

LinkedIn (2021) **

- **Impact:** Over **700 million user** records were exposed.
- **Details:** A hacker used data scraping techniques to collect user data from LinkedIn's API. The exposed data included email addresses, phone numbers, and other personal information, although LinkedIn argued that sensitive data was not compromised.
- **Result:** **Personal privacy risks** to individuals.

* Medium – BPOOnline – Yahoo Data Breach: What Actually Happened? (<https://bpbonline.medium.com/yahoo-data-breach-what-actually-happened-54cf8f3f7c93>)

** NordVPN – The 20 biggest data breaches in history (<https://nordvpn.com/blog/biggest-data>)



FUNDAMENTAL 2

Lead In The Digital Age

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



TOPIC 2

8 Tools to Leverage Technology

Leveraging Technology for Leadership Success

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



01. Communication Platform

Leaders must be competent to use various options.

- Real-time communication by voice and video calls
- Virtual team collaborations
- Video conferencing
- File sharing
- Good for managing remote teams

Leveraging Technology for Leadership Success

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



02. Project Management Tools

Effective team collaboration all over the world.

- Track projects
- Assign tasks
- Monitor progress
- Ensure accountability
- Promote transparency

Leveraging Technology for Leadership Success

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



03. Data Analysis Tools

Data analysis tools provide valuable insights.

- Help you make decisions
- Analyze and visualize data
- Make informed decisions
- Measure performance



04. Online Education

Identify relevant platforms that provide quality education.

- Know the trends
- Learn new skills
- Sign up for online education courses



05. Online Education

Provide employees with tailored training relevant to the organization.

- Develop, distribute, and oversee training initiatives tailored to your team
- Monitor progress and performance
- Maintain standards across the organization



06. Social media platforms

Verify your information, beware of **FAKE NEWS** and confirmation bias.

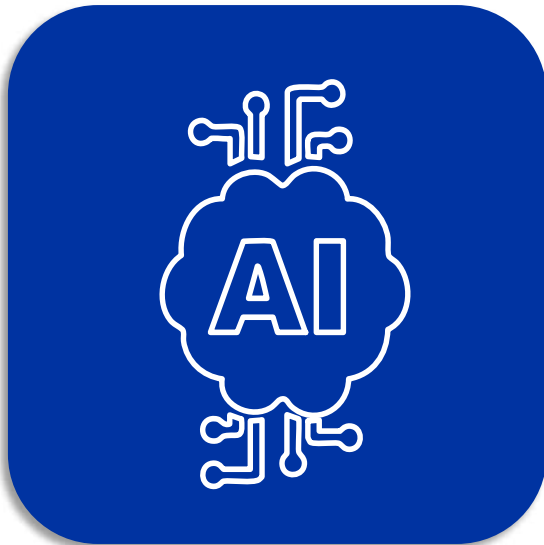
- Informal **COMMUNICATION** for celebrations and achievements
- Share promotional information
- Not the primary means to communicate



07. Cybersecurity Tools

Make sure your data is **SECURE** and **PROTECTED**.

- Understand digital threats
- Use tools to protect sensitive information
- Ensure the team uses secure connections (VPN)
- Enforce password management protocols



08. Ai-powered Tools

Use AI tools to **PROCESS** large volumes of data.

- Analyze complex data **TO SOLVE PROBLEMS**, provide outcomes, predict trends
- Improve **Decision Making**
- Automate certain tasks
- Personalize customer experience



GROUP ACTIVITY:

On Board with Riyadh Air – Mapping Digital Excellence

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Riyadh Air, Saudi Arabia's newest national airline, is pioneering a fully digital-first approach to aviation. Established under the Public Investment Fund (PIF) in 2023, Riyadh Air is designed to be a symbol of transformation and a strategic enabler of Vision 2030. Its mission is not only to connect Saudi Arabia to over 100 global destinations but also to redefine the future of air travel through innovation, technology, and customer-centric experiences.



Instructions:

Part 1

- In your groups you will review the case in your workbook and research Riyadh Air.
- Use the post-its on your table to give examples of how Riyadh Air uses the 8 skills and 8 tools.

Part 2

- Appoint a spokesperson for your team.
- Choose 1 skill and 1 tool to present back to the group.

Part 3

- Debrief

Time: 20 mins

Time: 10 mins

Time: 5 mins

DISCUSSION



- Which skills or tools do you think are most important for Riyadh Air's success?
- How are these similar or different from what your own organizations use?
- What could your organizations learn from Riyadh Air's digital journey?

Time: 5 mins



Summary

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



8 SKILLS



01. Develop Digital Literacy



02. Use Data To Help You Make Decisions



03. Have Agility And Adaptability



04. Foster Innovation And Creativity



05. Strengthen Cybersecurity



06. Maintain Digital Ethics



07. Improve Digital Communication



08. Cultivate A Continuous Learning Mindset

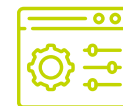
8 TOOLS



01. Communication Platform



02. Project Management Tools



03. Data Analysis Tools



04. Online Education



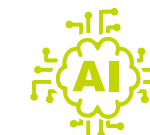
05. Learning Management Systems (LMS)



06. Social Media Platforms



07. Cybersecurity Tools



08. Ai-powered Tools



RECAP: Group Reflection and Wrap Up

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



How is the **10X LEADERS PROGRAM**
helping you shape your readiness for
digital leadership

Time: 5 mins

WORKBOOK

(In your own time!)



قيادات واعدة
10X Leaders



8 TOOLS To Guide You

At your convenience and own time, please complete the exercise in the workbook.

It asks pertinent questions about the fundamentals of the digital age.

8 TOOLS



01. Communication Platform



02. Project Management Tools



03. Data Analysis Tools



04. Online Education



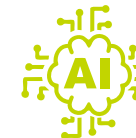
05. Learning Management Systems (LMS)



06. Social Media Platforms



07. Cybersecurity Tools



08. Ai-powered Tools



**60
Minutes**

**Time For A Quick
Lunch**

Digital Tools – Good to Know

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Prioritizing culture in digital transformation leads to results five times more remarkable than other approaches.

Start by articulating the change, crystallizing how to make it a reality by activating essential leadership traits and employee engagement, and finding ways to reinforce new organizational behaviors.

Scaling Gen AI is the top priority for CEOs in 2024.

Since the pandemic, digital transformation has become a top priority for executives, revolutionizing work methods, technologies, and remote work setups. However, nothing has made waves quite like Gen AI. The pressing question now is how to scale this groundbreaking innovation to transform businesses and reshape entire industries.

87.5% of digital transformation attempts fail.

This highlights the critical need for effective strategies and execution, shifting the conversation from what technologies to adopt to how to become digital.

60% of Gen Z prefer to solve their problems using self-service options

Businesses must prioritize digital tools and platforms that empower users to find answers independently.

By 2027, global spending on digital transformation is set to reach an astonishing USD 3.9 trillion.



ACTIVITY:

Telephone Charades

قيادات واعدة
10X Leaders

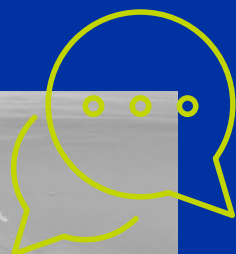
مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Setup:

Time: 10 mins

- Divide participants into groups of 6–10 people.
- Have each group stand in a straight line, all facing the same direction.
- Everyone must be facing forward with their backs to the person behind them



Fundamental 3 Communication Models



DAY 3:

The 3 Fundamental Skills for Modern Leadership

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Adopt To Change

Fundamental 1



Digital Age

Fundamental 2



Communication
Models

Fundamental 3

- **LISTEN Model**
- **CARES Model** for giving feedback
- **SPARK Model** – Prepare for Public Speaking

DISCUSSION



THINK Of A Saudi Leader You Admire.

What Stands Out About The Way He/She Communicates?

**Is it clarity, presence, tone, ability to listen, or how he/she
inspires others?**



FUNDAMENTAL 2

Communication Models

قيادات واعدة
10X Leaders

Misk مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



TOPIC 1

The LISTEN Model of Communication

LISTEN: A model for all communication

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



L

I

S

T

E

N

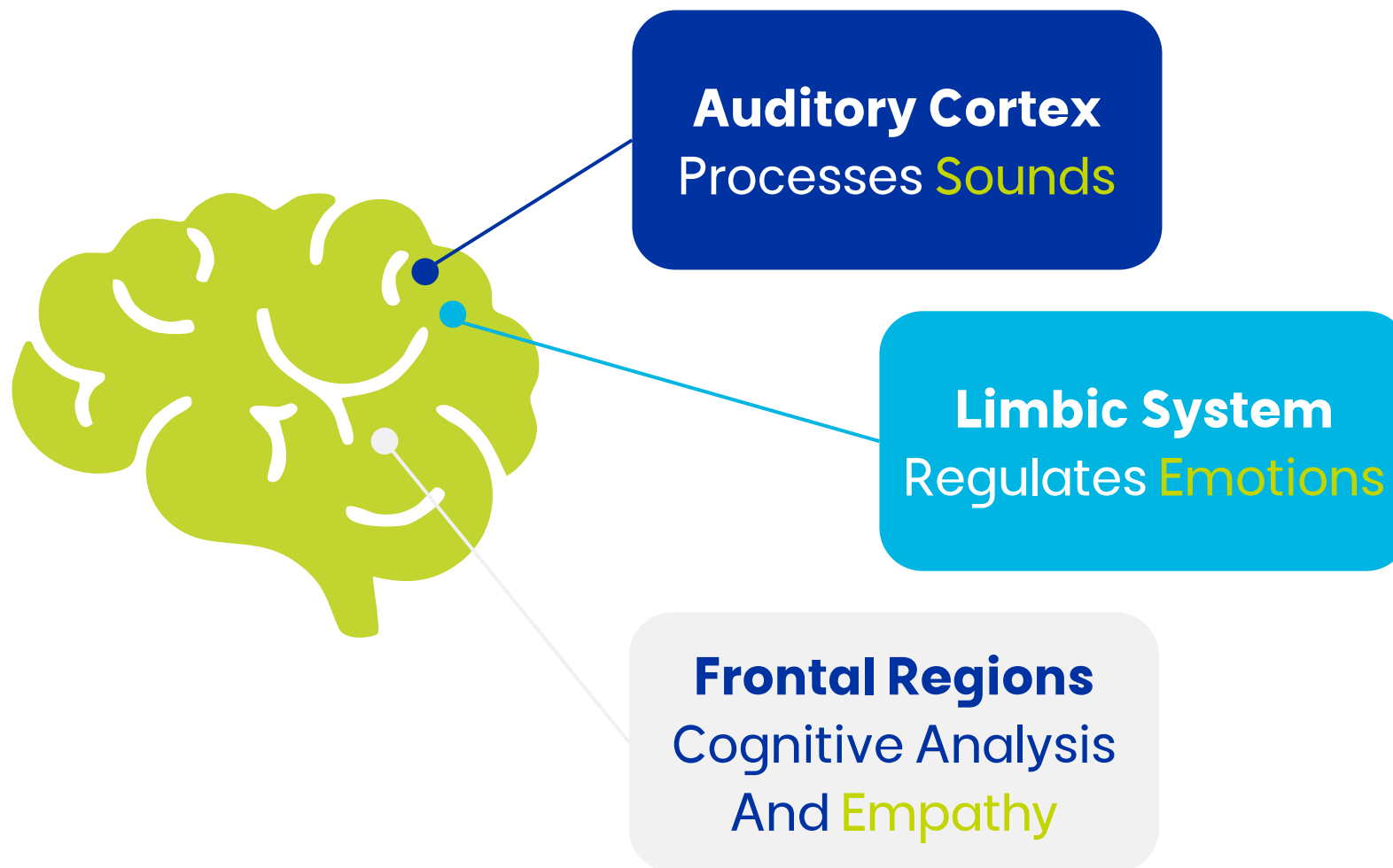
LISTEN

integrates auditory, visual, cognitive
and emotional aspects for
EFFECTIVE COMMUNICATION.

LISTEN and Neuroscience

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation





Look

Observe non-verbal CUES.

TIP: Take notes to stay engaged while listening.

Inquire With Curiosity

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Look

Observe non-verbal CUES.

Inquire

Ask insightful QUESTIONS.

TIP: Ask questions at the appropriate time.

Summarize

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Look

Observe non-verbal CUES.

Inquire

Ask insightful QUESTIONS.

Summarize

Explain your UNDERSTANDING.

TIP: Remove distractions to remain focused

Tune In

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Look

Observe non-verbal CUES.

Inquire

Ask insightful QUESTIONS.

Summarize

Explain your UNDERSTANDING.

Tune In

Maintain a mental PRESENCE.

TIP: Maintain a mental presence.

Empathize

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Look

Observe non-verbal CUES.

Inquire

Ask insightful QUESTIONS.

Summarize

Explain your UNDERSTANDING.

Tune In

Maintain a mental PRESENCE.

Empathize

Empathetic CONNECTIONS go both ways.

TIP: Ask questions that seek to clarify

Nurture

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Look

Observe non-verbal CUES.

Inquire

Ask insightful QUESTIONS.

Summarize

Explain your UNDERSTANDING.

Tune In

Maintain a mental PRESENCE.

Empathize

Empathetic CONNECTIONS go both ways.

Nurture

Trust improves COMMUNICATION.

TIP: Cultivate a safe space for your team to feel valued



**Encourage your
team to use this
strategy.**

Neuroplasticity

The LISTEN model promotes active listening.



FUNDAMENTAL 2

Communication Models

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation

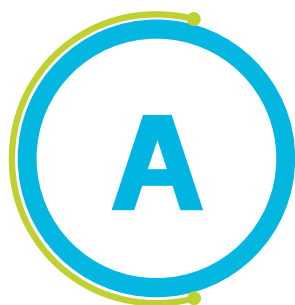
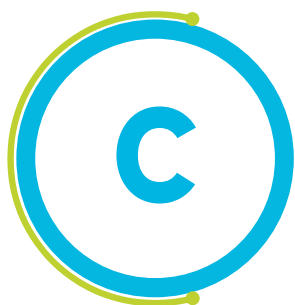


TOPIC 2

Giving Effective Feedback



How leaders implement the CARES Model



Creates balanced discussions by combining objectivity and empathy.

Focus on **BEHAVIORS, OUTCOMES, AND SOLUTIONS.**

Provide constructive feedback.

Facilitate PROBLEM SOLVING and DECISION-MAKING.

Effective Feedback Models

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



C	CONTEXT	Describe the context of the BEHAVIOR .
A	ACTION	Describe the action that prompted the FEEDBACK .
R	RESULT	Explain what HAPPENED because of the action.
E	EFFECT	Determine the broader IMPACT of the actions.
S	SOLUTION	Define practical SOLUTIONS .

Effective Listening

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Understand First

1

Step 1: Listen with the intent to understand.

Check your intention

2

Step 2: Reflect their feelings and words.

«What I hear you say is... It sounds like.... I can see how this can be upsetting...»

3

Step 3: Ask clarifying questions.

- «Can you help me understand. When you say this, what does it mean? What else?»
- «What's the best way I can help you right now? Do you need a listening ear, help with problem solving or someone to brainstorm with?»

Repeat....

Make yourself understood

Answer using «I» statements

What I see is... My experience is...I feel... I think... I understand I want to help you....



FUNDAMENTAL 2

Communication Models

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



TOPIC 3

Prepare for Public Speaking

SPARK Public Speaking Model

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



S	Audience Analysis
P	Detailed Preparation
A	Authenticity
R	Rehearsal
K	Anticipate Possible Challenges

Study The Setting And Audience

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



The More You Know About Your Audience, The Better.

- Know the size, demographic and nature.
- Define **THE CONTEXT** and setting of the presentation.
- Determine the **AUDIENCE'S** knowledge on the topic

S

P

A

R

K

Prepare And Practice



What Should You Do?

- Structure your speech.
- Use visual aids.
- **PRACTICE!**
- Record your rehearsal to review and refine the speech.

S

P

A

R

K

Authenticity And Adaptability

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



- Use personal **EXPERIENCES**,
- Show vulnerabilities,
- Adapt to the audience reactions to make your speech **AUTHENTIC!**

S

P

A

R

K

Authenticity And Adaptability

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



- **REHEARSE** in different environments
- **REVIEW** and refine your speech with feedback
- **REPEAT**

S

P

A

R

K

Know your Plan B

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



- Have a **CONTINGENCY PLAN** for technical issues.
- Use **BREATHING TECHNIQUES** to stay calm and reduce nervousness.

S

P

A

R

K



ACTIVITY: Presentation using SPARK, Feedback using CARES

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Instructions:

- Each participant must choose a Leadership Topic and speak for 2 minutes
- Speakers must follow the SPARK model
- The rest of the team will use the CARES model to give feedback to the speaker



ACTIVITY: Presentation using SPARK, Feedback using CARES

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Leadership Topics:

- How empathy will shape my leadership role in Saudi Arabia's future
- A leadership train I admire in Vision 2030 pioneers (and why?)
- How my leadership style supports national transformation goals
- A communication challenge I faced in a cross-cultural or digital environment
- What I've learned about giving and receiving feedback in a changing workplace
- What it means to lead in the digital age in Saudi Arabia
- The Saudi leader who inspired me and how they contributed to Vision 2030
- How my leadership identity has evolved through personal and national growth
- How I remain resilient while navigating rapid transformation in the Kingdom
- The leadership competency I am developing to serve Vision 2030



Module In Review

Technique 1: Self Reflection



Practicing Self Reflection Helps To:

- Enhance authenticity
- Strengthen relationships
- Build cohesive teams
- Sharpen decision-making skills
- Improve communication
- Provide a base to develop your leadership practice

7 Strategies For A Growth Mindset:

- Be reflective
- Stay curious
- Be adaptive
- Stay resilient
- Foster collaboration
- Practice empathy
- Commit to life-long learning

Technique 2: Discover Your Leadership Style

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



9 Common Leadership Styles:

- Democratic
- Autocratic
- Laissez-Faire
- Transformational
- Coaching
- Bureaucratic
- Transactional
- Visionary
- Pacesetter

How to refine your leadership style:

- Leverage strengths
- Work on areas for development
- Seek feedback
- Learn from others
- Pursue professional development
- Practice Flexibility

Technique 3: EQ & NLP

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



EQ – Emotionally intelligent leaders:



Empathizes with others



Fosters trust and collaboration



Maintains control over their own emotional responses



Handles conflict effectively

Technique 3: EQ & NLP

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



NLP



Representational systems: auditory, visual or kinaesthetic.



Anchoring: emotional remote-control.



Sensory acuity: read and interpret cues.

Driver 1: Understand Your Team

قيادات واعدة
10X Leaders

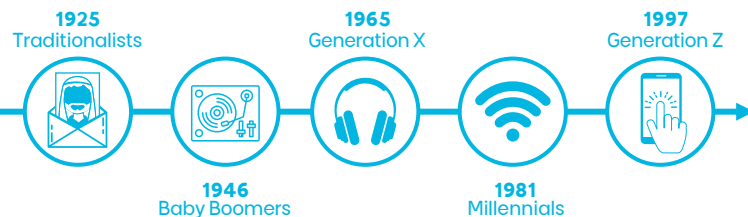
Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Leading Multi Generational Teams

					
Learning and Growth	✓	✓	✓	✓	✓
Provide feedback often and clearly	✓	✓	✓	✓	✓
Encourage collaboration and knowledge sharing	✓	✓	✓	✓	✓
Establish work-life balance	✓	✓	✓	✓	
Recognize contributions and experience			✓	✓	✓
Establish work-life balance	✓	✓			

Offer real-world experiences	Be transparent	Provide challenges
Schedule digital detox periods	Emphasize purpose over the pay-check	Provide autonomy
		Include them in decision-making



Comprehensive Leadership Personality Spectrum Model

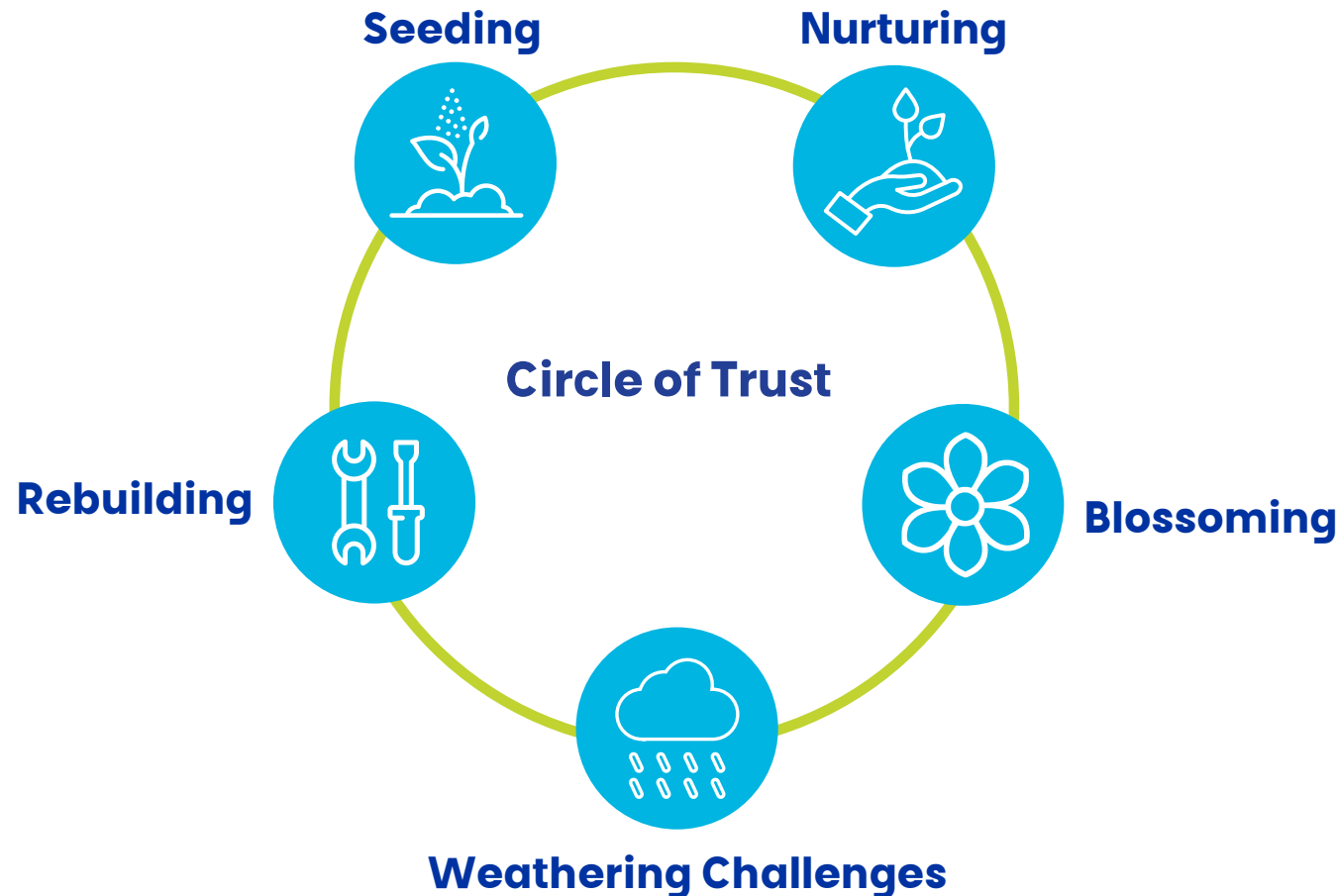


What is your LEADERSHIP PERSONALITY?

Driver 2: Build Trust in Your Team

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



10 Techniques To Build Trust:

- Display honesty and integrity
- Be consistent
- Demonstrate competence
- Show concern
- Communicate effectively
- Follow through on commitments
- Lead by example
- Create an inclusive environment
- Be humble
- Show resilience

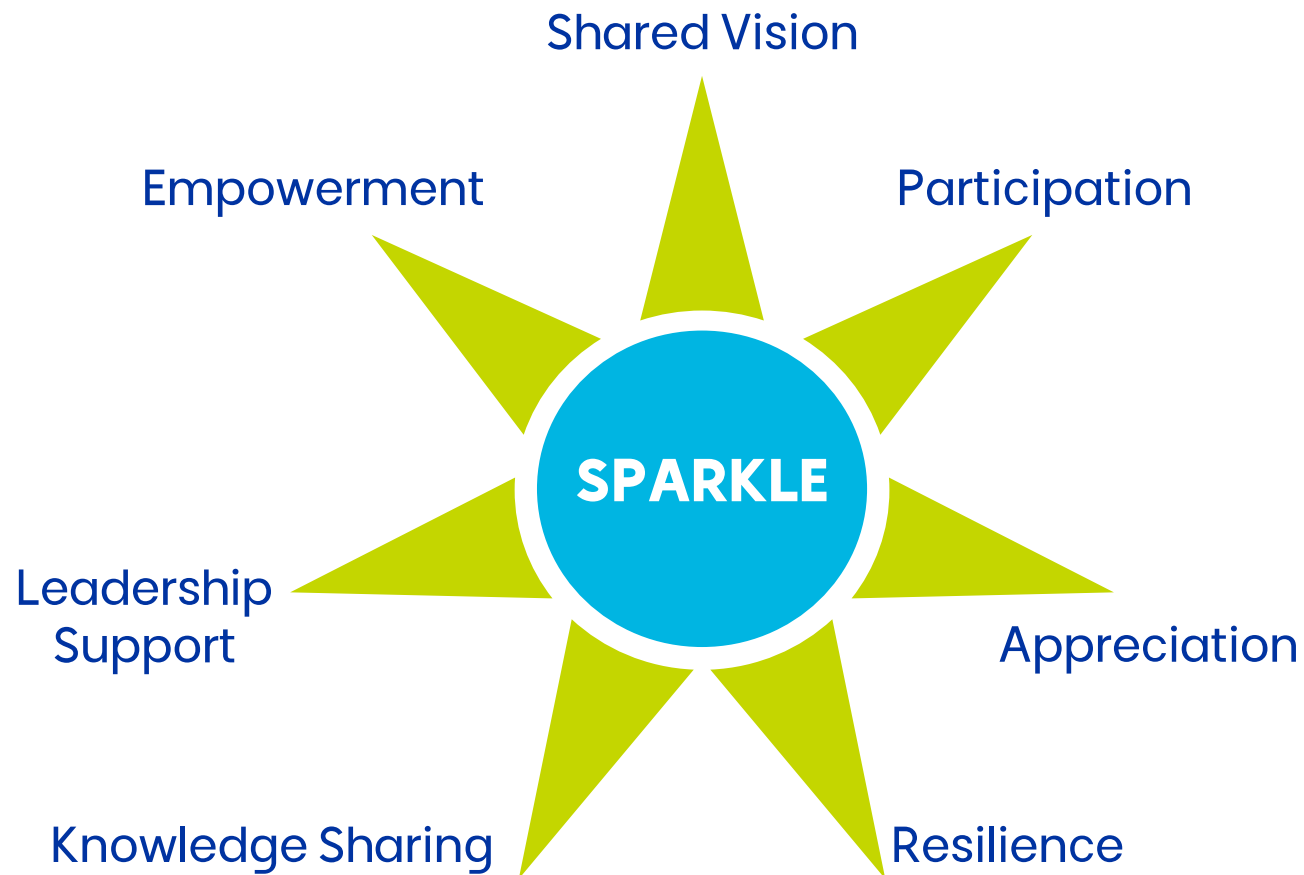
Driver 3: High-Performance Teams

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Use the SPARKLE model



10 Techniques To Build Trust:

- Plants
- Resource investigators
- Coordinators
- Shapers
- Monitor/Evaluators
- Team worker
- Implementer
- Completer/Finisher
- Specialist

Driver 4: Develop Talent



10 Coaching Techniques:

- Open-ended Questions
- Reflective Thinking
- Active Listening
- Constructive Feedback
- Empathetic Understanding
- Role-Playing
- Solution-Focused Approach
- Visualize Goals
- Positive Recognition
- Celebrate Success

Mentoring with CASCADE:

- **C** = Connect and clarify
- **A** = Assess the current status
- **S** = Set SMART goals
- **C** = Coach with purpose
- **A** = Advise on a plan
- **D** = Develop a strategy
- **E** = Evaluate

Delegating:

Delegation is about trusting people's abilities and giving them the tasks that let them grow.

Fundamental 1: Adapt to Change

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



ARC-EQ model

Increase Your Adaptability

Agility

- Continuous Learning
- Strategic Planning
- Innovation Challenges

Resilience

- Stress Management
- Positive Affirmations
- Reflection Practice

Emotional Intelligence

- Self-assessment tools
- Empathy exercises
- Communication training

Curiosity

- Curiosity journal
- Learning exchanges
- Inquisitiveness exercises

Preparation For Change

What Actions Can I Take?

Steps I take:

- Lead by example
- Have a growth mindset
- Provide resources and support

How I guide transformation

- Have a plan
- Communicate the plan
- Get the team on board
- Manage any resistance
- Monitor the progress
- Celebrate success

Fundamental 2: Digital Age



8 Skills:

- Develop digital literacy
- Use data to help you make decisions
- Have agility and adaptability
- Build and foster innovation and creativity
- Strengthen cybersecurity
- Maintain digital ethics
- Improve digital communication
- Cultivate a continuous learning mindset

8 Tools:

- Communication platform
- Project management tools
- Data analysis tools
- Online education
- Learning management systems (LMS)
- Social media platforms
- Cybersecurity tools
- AI-powered tools

Fundamental 3: Communication Models

قيادات واعدة
10X Leaders

مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Communicate

Look	Observe non-verbal CUES .
Inquire	Ask insightful QUESTIONS .
Summarize	Explain your UNDERSTANDING .
Tune In	Maintain a mental PRESENCE .
Empathize	Empathetic CONNECTIONS go both ways.
Nurture	Trust improves COMMUNICATION .

Give Feedback

C	CONTEXT
A	ACTION
R	RESULT
E	EFFECT
S	SOLUTION

S

Study the
setting and
audience

P

Prepare and
practice

A

Authenticity
and
adaptability

R

Rehearse in
live setting

K

Know your
<Plan B>



ACTIVITY: Review Dice

قيادات واعدة
10X Leaders

Misk
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation



Leadership Dice Question For Each Number:

1. One thing you will stop doing that no longer serves your growth.
2. One thing you will continue doing because it's working well for you.
3. One thing you will start doing to improve your effectiveness.
4. One thing you will teach someone to help others grow.
5. One thing you will research more to deepen your understanding.
6. One insight you gained today that surprised or inspired you.

WORKBOOK



قيادات واعدة
10X Leaders



REFLECT and SHARE

In your workbook, reflect on the expectations you had coming into the Module.

Next, write down the 3 biggest learnings that you take away from this module

**Get Ready To Share Them
With The Team**

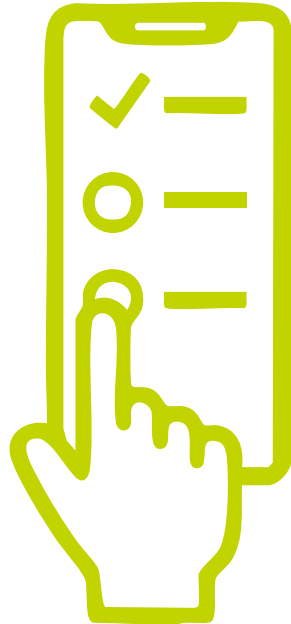


15 Minutes

Time For A Quick Break



GROUP WORK EXERCISE



Please Provide Us

FEEDBACK



Misk مسك
مؤسسة محمد بن سلمان
Mohammed Bin Salman
Foundation

قيادات واعدة
10X Leaders

Thank You

