الأكاديمية العربية للعلوم والتكنولوجيا والنقل البحري

Arab Academy for Science, Technology & Maritime Transport

The International Conference for Training and Organizational Development **TOD'26**

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Driving Skill Shift:

Competency and Innovation

for Sustainable Organizational Development

Co-Organizer:

Organizer: معهد تدريب الموانئ Port Training Institute

IHRIM

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The Nautical Institute

Media Partner: ربان السفينة Robban Assafina

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Bold Moves for Organizational Transformation & Resilience

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What is Company Culture?

Values, beliefs, ethics & attitudes that characterize an organization, shaped by a variety of elements, including:

01
Physical environment

02
Hierarchy & HR practices

03
Process

04
Innovation

05
Collaboration

The Change Imperative

74%

As per 2026 **Russell Reynolds Associates** recent study, 74% of leaders say that without fundamental transformation, their organization will cease to exist.

- Considering AI's acceleration that is creating enormous disruptions, innovation, opportunity & uncertainty.
- While we are simultaneously at a time of global economic and political crisis.
- Therefore, corporates who transform their business will be better positioned to survive than those who are merely weathering the storm.

Organizational Transformation Begins with Culture



BUILDING A CONSTRUCTIVE CULTURE

01

Diagnose the Current Culture

Survey the culture

Run an employee survey or pulse checks to understand how people see the company.

Identify the gaps

Analyze the results and pinpoint where today's culture falls short.

Assess the barriers

Examine the barriers and organizational constraints facing the business, as well as the gaps in leadership.

BUILDING A CONSTRUCTIVE CULTURE

02

Define Purpose and Behaviors

Set a clear roadmap

Lay out the path and milestones for the culture transformation.

Find the "why"

Clarify the purpose that drives the company beyond profit.

Turn values into behaviors

Translate each core value into measurable behavior. For example, "transparency": define what open communication looks like in meetings, decisions and change management.

BUILDING A CONSTRUCTIVE CULTURE

03

Catalyze the Change

Leaders do the heavy lifting

Leaders courageously raise the bar on how they lead and how they interact with people at every level, to inspire inclusion and collaboration.

Raise awareness and responsibility

Bring a higher level of awareness and personal responsibility to everyone in the organization.

Align people and systems

Make every process and system consistent with the mission, vision, values, as well as the culture the company is creating.

How Leaders Influence Culture

Recognize progress, celebrate success & achievements that are embraced as a team. Leaders are key in making the change happen.



How Leaders Influence Culture

01

Communicate the Expectation

- **Leaders communicate the "WHY",** By focusing on culture and why culture is very important.
- **The "HOW":** how the culture that is built links to strategy, in terms of where we want to get to as a business and how it's going to be aligned in terms of driving priorities forward. Therefore, it needs to be specific and related to the values of the organization.

02

Role Model the Expectation

- Leaders demonstrate **vulnerability** through seeking feedback. Leaders need to know what they can do differently as leaders to demonstrate behaviors and live by those values.
- Use the **language**: for the culture journey to happen, leaders need to incorporate the culture language in as many conversations as possible so that people start to understand what it means.
- **Consistency**: leaders need to be consistent all the way, by making a difference and by trying new behaviors as part of the culture change.

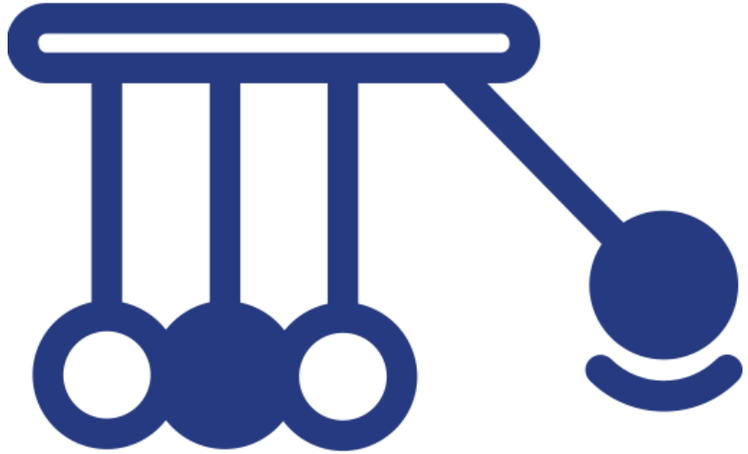
03

Hold Others Accountable

- **Provide feedback** by making employees aware of the things they are doing or not doing that are in line with the behaviors that are expected as part of the culture and ensuring that they are constantly providing feedback.
- **Consequences for behavior:** Leaders have to make sure that the accountability framework lines up with the desired culture. For example, are we making sure that employees' KPIs include elements of culture & behavior?

Overcoming Organizational Inertia to Achieve Agility & Resilience

"That's just the way things are around here"



Overcoming Organizational Inertia to Achieve Agility and Resilience

Organizational inertia is the routine & habits that hold any organization from being curious and innovative. It is a short–term mindset and an inability to see the need for change.

Three types of inertia are experienced on a change journey.

Insight Inertia
Lack of awareness or inability to recognize the needed change.

Psychological Inertia
Strong drive to revert to the status quo.

Action Inertia
Delayed response or inability to take actions.

Organizational inertia
is often the main barrier to effective transformation.

Four Pillars of Transformational Leadership



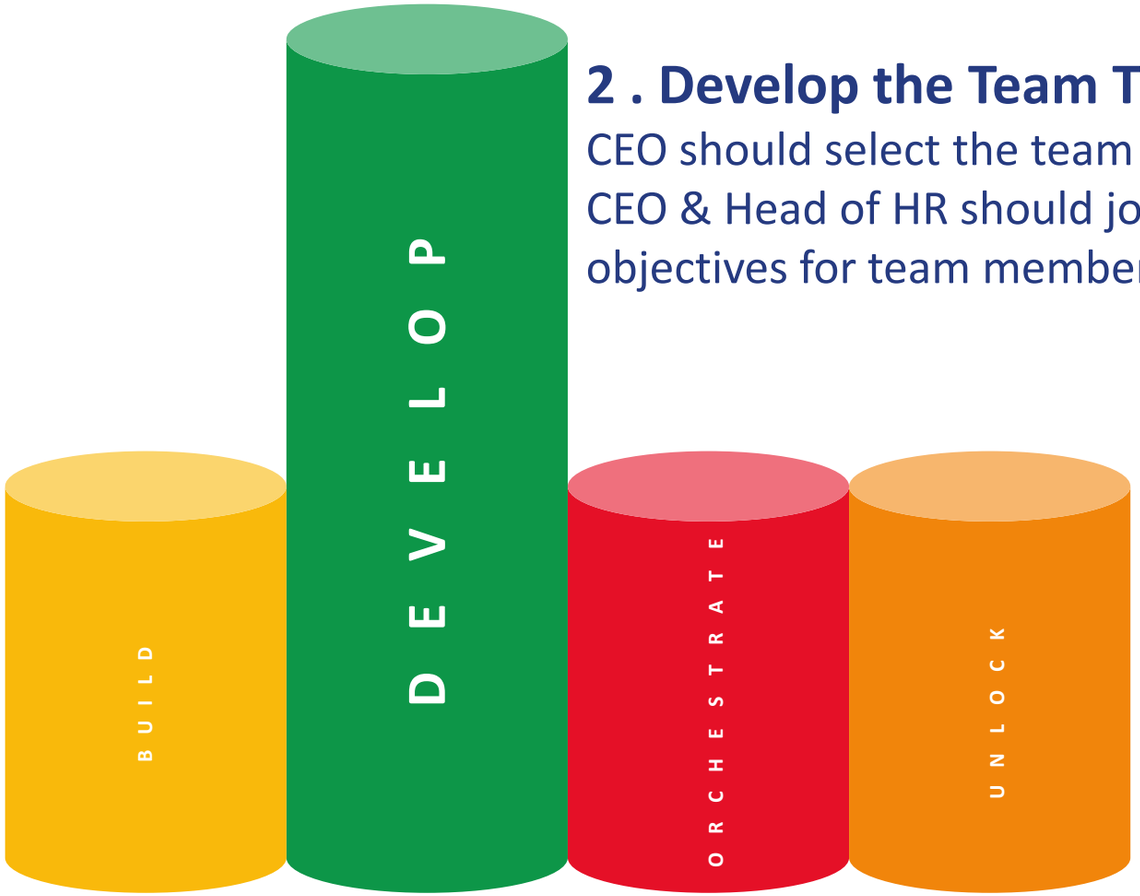
Four Pillars of Transformational Leadership



1. Build an Executive Team for Transformation

Select an experienced team with diverse backgrounds, relevant experience, skills & readiness.

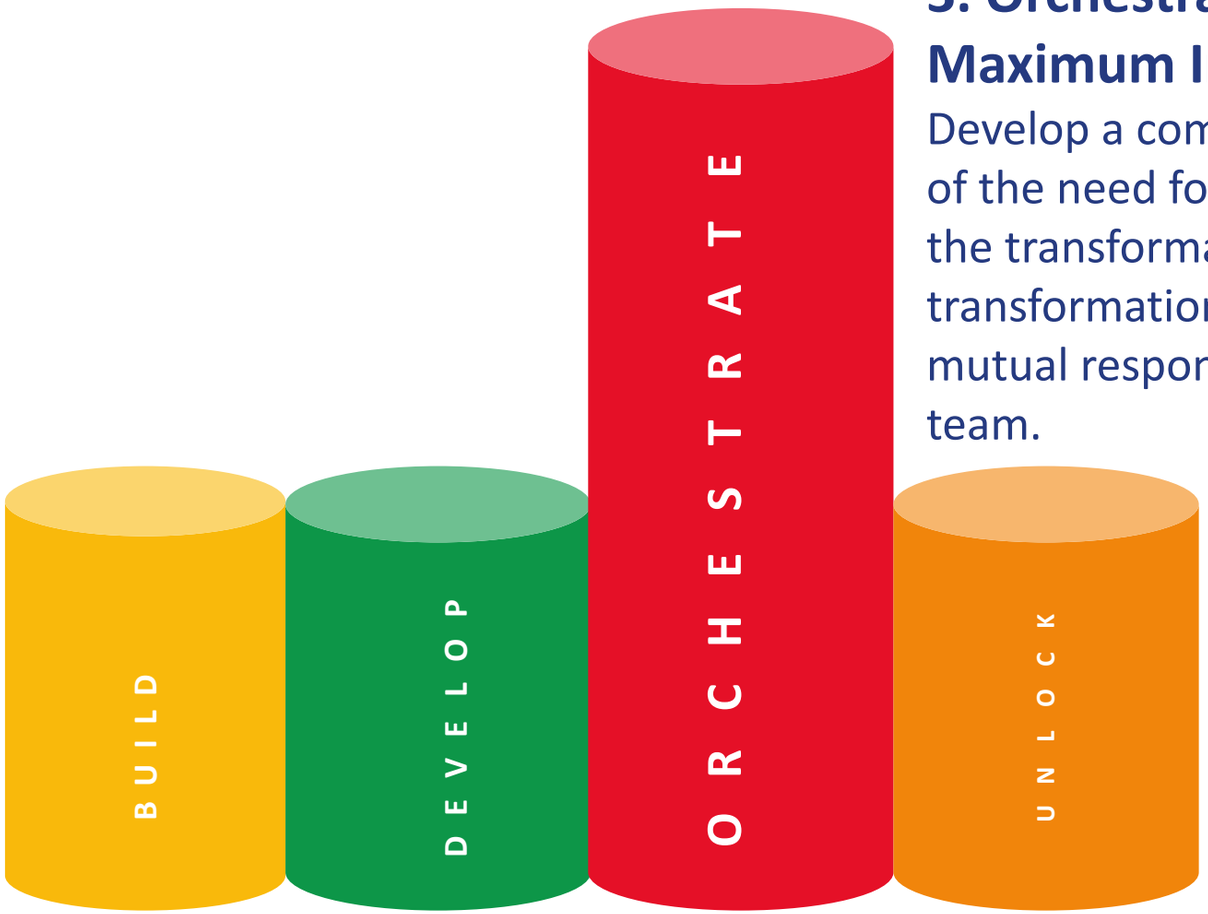
Four Pillars of Transformational Leadership



2 . Develop the Team Through Transformation

CEO should select the team at the start of the transformation.
CEO & Head of HR should jointly identify a set of development objectives for team members as part of the transformation journey.

Four Pillars of Transformational Leadership



3. Orchestrate the Team for Maximum Impact

Develop a common purpose and shared understanding of the need for transformation, identify objectives of the transformation, and the strategy to achieve the transformation. Once this is done, CEO should create mutual responsibility and manage the culture of the team.

Four Pillars of Transformational Leadership



4. Unlock the Potential of Emerging Leaders

The Executive leadership team needs to be able to activate leaders at different levels to make the transformation effective. Those leaders must have different attributes like influence, credibility, problem solving. Building such a team is important for the complete transformation.

Strategy of Growth & Successful Transformations

Anchors that Build Growth and Resilient Transformation

01
Strategic Vision

02
Governance

03
Risk Management

A resilient company is built on the right people and on a workplace where employee needs and company goals move in harmony.



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Thank you

