



# TRAINING CALENDAR 2023

The Region's Platinum Training Provider

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# ELEVATING CAPABILITIES TO NEW HORIZONS

## ABOUT US

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We are the region's platinum training provider of programs that are underpinned by global cutting-edge thought leadership



## OUR CLIENTS

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We work with some of the largest organizations globally, many of which are industry leaders and pioneers



## OUR PROGRAMS

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Experiential learning experiences with a sharp focus on practical application and tangible impact



# WHO WE ARE

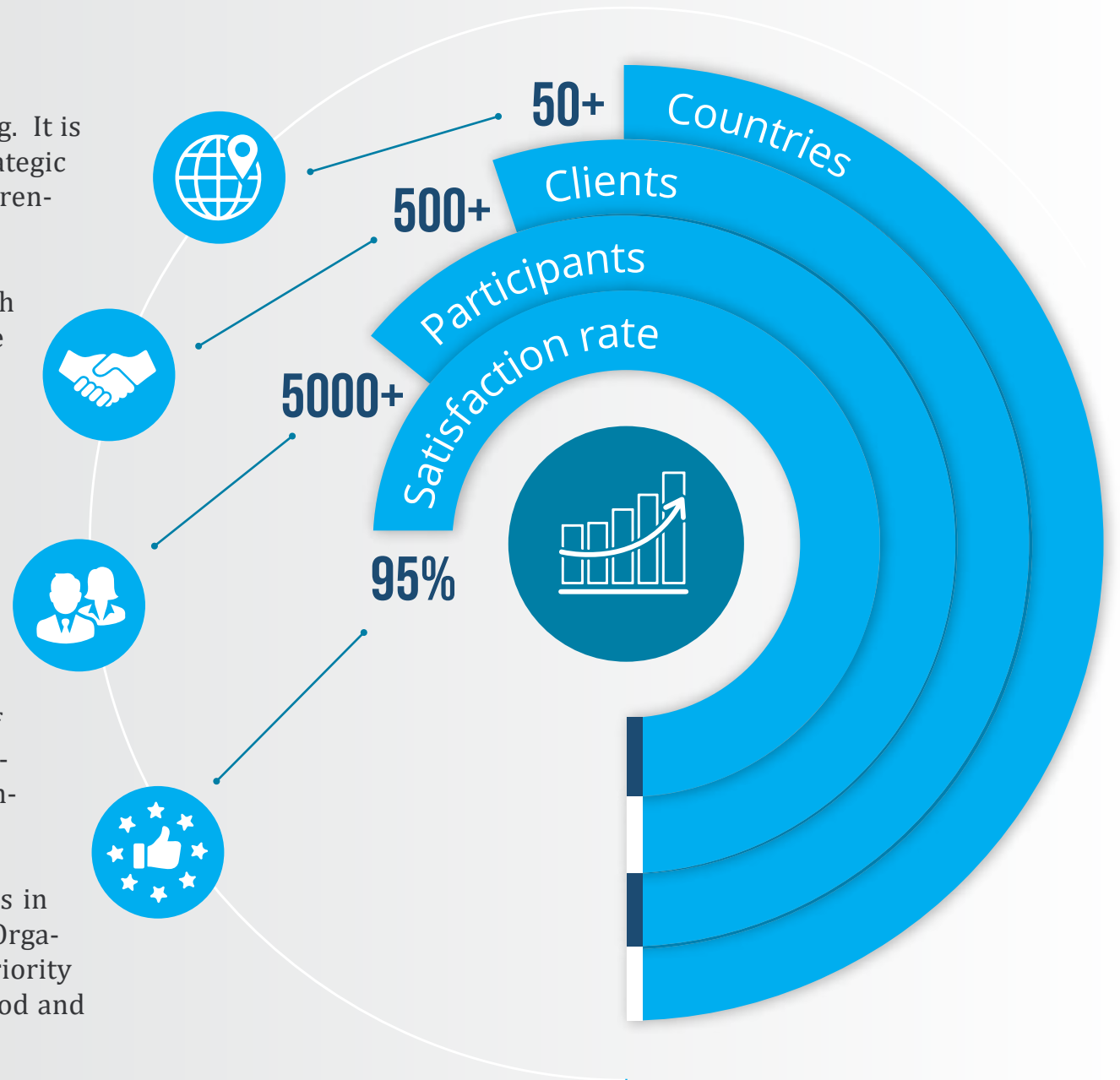
The Caliber Academy is the capability building arm of Caliber Consulting. It is an elite organization focused on sustainably upskilling employees in strategic competencies needed for effective strategy execution. The academy differentiates itself in five vital ways.

**1. Thought Leadership:** Caliber Academy's programs are injected with cutting edge thought leadership through partnership with some of the leading management thinkers in the world. These thought leaders are often amongst the top 50 management thinkers globally and are always involved in our programs either in delivery or design.

**2. Focus on the Practical:** Our programs and master classes transcend theory and are designed and delivered to drive concrete results. Thus, programs will heavily incorporate practical client examples, application exercises, and experiential learning.

**3. Network with the Best:** Another key dimension of learning comes from the learning gained from peers. Our programs always comprise of senior leaders and practitioners from some of the most pioneering organization globally; thus enhancing the networking opportunities and learning experience.

**4. Niche Areas:** The academy has a very focused portfolio of programs in which they deliver. These are often niche areas in the fields of Strategy, Organization Design, and People & Culture. Our programs address business priority areas in the aforementioned fields that are often the most misunderstood and complex to tackle.

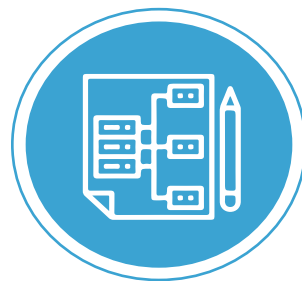


# CALIBER ACADEMY'S AREAS OF EXPERTISE

## OUR KEY FOCUS AREAS



**STRATEGY**



**ORGANIZATION DESIGN**



**PEOPLE & CULTURE**

# OUR HALLMARK PROGRAMS



## STRATEGY



STRATEGY  
IMPLEMENTATION 2.0



NEXT GENERATION  
PERFORMANCE MANAGEMENT



BUSINESS MODEL  
GENERATION



STRATEGIC  
INNOVATION



DIGITAL TRANSFORMATION  
AND AI



STRATEGIC COST  
REDUCTION



## ORGANIZATION DESIGN



FUNDAMENTALS OF  
ORG DESIGN



ADVANCED  
ORG DESIGN



OPERATING  
MODELS



BUILDING AGILE  
ORGANIZATIONS



DESIGN  
THINKING



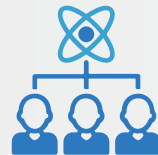
RESTRUCTURING  
ORGANIZATIONS



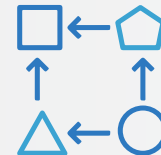
## PEOPLE & CULTURE



ORGANIZATION  
DEVELOPMENT & CHANGE



TRANSFORMING  
ORGANIZATIONAL CULTURE



WORKFORCE PLANNING



SUCCESSION  
PLANNING



PEOPLE ANALYTICS



STRATEGIC HRBP

# OUR VIRTUAL MASTER CLASSES

- 1 POWERED BY THOUGHT-LEADERSHIP**
- 2 LIVE GURU LED VIRTUAL INTERACTIVE TRAINING**
- 3 GROUP BREAKOUT-ROOMS & ONLINE SIMULATIONS**
- 4 DRIVEN BY NEXT GENERATION LEARNING MANAGEMENT SYSTEM**
- 5 UNIQUE INTERNATIONALLY RECOGNIZED CERTIFICATE**
- 6 ACCESS TO EXHAUSTIVE DIGITAL DATABASE AND TOOL-BOX**
- 7 ON-DEMAND ONLINE SUPPORT FROM SPECIALIZED CONSULTANT**

# SOME OF THE INSTRUCTORS THAT FACILITATE OUR PROGRAM



**Dr. William Rothwell**  
Org. Development &  
Human Resources

- Awarded the *lifetime achievement award by the Organizational Design Network*.
- Professor of Human Resource Development at the Pennsylvania State University.
- Dr. Rothwell has worked extensively as a Consultant in executing HR transformations with over 40 multinational corporations.
- Dr. Rothwell has worked in the Performance, OD and HR fields since 1979 and has authored 90+ books.



**Dr. Naomi Stanford**  
Organization Design

- An organization design practitioner, teacher, and author published with *The Economist*.
- She was a corporate employee of Price Waterhouse, British Airways, Marks & Spencer, and Xerox.
- She is currently developing a culture of teamwork with a European Union body and acts HR Transformation specialist for Fortune 500 company.



**Nicolay Worren**  
Organization Agility

- Nicolay Worren is an associate professor in the department of Economics and Business at the Norwegian University of Life Sciences.
- He was a consultant for over 18 years and worked on redesign projects for 30 organizations.
- He specializes in organization design. Specifically, he focuses on how to develop and implement new (or adjusted) organizational models to improve business performance.



**Marcella Bremmer**  
Organization Culture

- Marcella Bremer is an author, and culture & change consultant, helping leaders make a difference at work with positive leadership, change and positive culture.
- She is ranked in the top 30 Global Organizational Culture Gurus and co-founded OCAI online that provides Cameron & Quinn's validated Organizational Culture Assessment Instrument.

## SPECIALIZED IN:

- Org. Development & Change
- HR Transformation
- Talent Management

- Organization Design & Culture
- HR Transformation

- Organization Agility
- Organization Transformation

- Culture Transformation
- Change Management

# TRAINING CALENDAR 2023 (Q1)



Organizational Development  
and Change (Online)

January  
23-26

Transform your organization and make organizational change sustainable through this experiential Master Class on bottom-up and top-down change. This is done through a deep dive into the Organization Development functions and its key roles and responsibilities while also learning and applying leading tools and frameworks for both bottom up and top down change and transformation.

HRCI: SHRM:  
ACMP



Culture Transformation  
(Online)

February  
7-9

We all know that “Culture eats strategy for breakfast,” but how can an organization ensure that its culture is shaped to enable business objectives and strategy? Learn the frameworks and tools for transforming culture in organizations and managing diverse cultures in cohesion. Demystify culture and learn the key drivers for cultural change and overcome.

HRCI: SHRM:  
ACMP



Strategy Implementation  
(Classroom | Dubai)

28<sup>th</sup> Feb -  
2<sup>nd</sup> Mar

It is estimated that 70-90% of organizations fail to achieve their intended strategies, this training program is designed to address the common barriers in strategy execution through practical cases, exercises and examples which aim to give you next generation techniques and trends on strategy implementation.

Gini: HCR:  
SHRM



Organization Design  
(Classroom | Dubai)

March  
15-16

An organization’s design is a key enabler of successful strategy execution, yet 60% of re-designs fail. Design your organization for high performance by leveraging best practice techniques, methodologies and insights in order to optimize your organizational structure. Understand the importance of a comprehensive systems approach to organizational design.

ODC:  
HRCI: SHRM



# TRAINING CALENDAR 2023 (Q2)



Organization Design  
(Classroom | South Africa)

April  
19-20

An organization's design is a key enabler of successful strategy execution, yet 60% of re-designs fail. Design your organization for high performance by leveraging best practice techniques, methodologies and insights in order to optimize your organizational structure. Understand the importance of a comprehensive systems approach to organizational design.

OD:  
HRCI:SHRM



People Analytics  
(Online)

May  
2-4

Over 70% of organizations consider people analytics to be a high priority, however only 9% of companies believe they have the right knowledge of which talent dimensions drive performance within their organizations. Successful completion of our Master Class will give you the necessary capabilities in understanding organizational behavior, obtaining a deep knowledge on various HR psychometrics, designing and implementing the best dynamic tools and frameworks used by OD to identify, analyze and deliver organization change effectively.

HRCI: SHRM



Organization Agility  
(Online)

May  
23-25

It is estimated that 70-90% of organizations fail to achieve their intended strategies, this training program is designed to address the common barriers in strategy execution through practical cases, exercises and examples which aim to give you next generation techniques and trends on strategy implementation.

Gini: HCRI:  
SHRM



Succession Planning and  
Talent Management  
(Online)

June  
19-22

With 60% of succession plans failing within 3 years, pressures within talent management have increased. This masterclass focuses on developing and sustaining the Talent pipeline to ensure effective business continuity. Learn leading frameworks and best practices in Succession Planning and Talent Management that have proven success.

HRCI: SHRM

# TRAINING CALENDAR 2023 (Q3)



Operating Models  
(Online)

July  
25-27

How do you design your organization to be responsive to change and deliver with speed and flexibility? This unique Masterclass dives deep into what key elements of an organization (structure, people, culture, technology, etc.) need to change to drive true agility in an ever-changing dynamic business environment.

Gini:HCRI:  
SHRM



Workforce planning  
(Online)

August  
29-31

Workforce Planning is the process of analyzing, forecasting, and planning workforce supply and demand, assessing gaps and determining target talent management interventions to ensure that an organization has the right people - with the right skills in the right places at the right time - to fulfill its mandate and strategic objectives.

ODC:  
HRCIS:HRM



Organization Design  
(Classroom | Singapore)

September  
19-20

Transform your organization and make organizational change sustainable through this experiential Master Class on bottom-up and top-down change. This is done through a deep dive into the Organization Development functions and its key roles and responsibilities while also learning and applying leading tools and frameworks for both bottom up and top down change and transformation.

ODC:  
HRCIS:HRM



Corporate Governance  
(Classroom | Dubai)

September  
27-28

This program focuses on the essential aspects of policies, procedures, and delegation of authority. Gain valuable insights and best practices to optimize your organization's structure and enhance performance. Explore the importance of a comprehensive systems approach to Corporate Governance for achieving strategic objectives effectively. Join us on this journey to strengthen your governance practices and drive long-term success.

Gini:HCRI:  
SHRM

# TRAINING CALENDAR 2023 (Q4)



Job Analysis & Job Descriptions  
(Online)

October  
23-24

Transform your organization and teams by optimizing work processes, ensuring right values are created and improve productivity. This is achieved through clarifying roles, systems and procedures; reducing repetitive elements within and between jobs; and optimizing the worker's responsibilities.

HRCI: SHRM:  
ACMP



Organization Design  
(Online)

October  
24-26

An organization's design is a key enabler of successful strategy execution, yet 60% of re-designs fail. Design your organization for high performance by leveraging best practice techniques, methodologies and insights in order to optimize your organizational structure. Understand the importance of a comprehensive systems approach to organizational design.

ODC:  
HRCI:SHRM



Design Thinking  
(Online)

November  
14-16

Design thinking is an iterative process in which you seek to understand your users, challenge assumptions, redefine problems and create innovative solutions which you can prototype and test. The overall goal is to identify alternative strategies and solutions that are not instantly apparent with your initial level of understanding.

ODC:  
HRCI:SHRM



Strategic HRBP  
(Classroom | Dubai)

November  
21-23

Gain a deep understanding of the advantages and disadvantages of the HR Business Partner model and learn what are some of the key success factors and lessons learned to ensure effective implementation. Also gain insights into the necessary knowledge and skills needed to be an effective HR Business Partner and master the key functions of the HRBP.

HRCI: SHRM



Organization Design  
(Classroom | Johannesburg)

November  
29-30

An organization's design is a key enabler of successful strategy execution, yet 60% of re-designs fail. Design your organization for high performance by leveraging best practice techniques, methodologies and insights in order to optimize your organizational structure. Understand the importance of a comprehensive systems approach to organizational design.

ODC:  
HRCI:SHRM



Organization Design  
(Classroom | Dubai)

December  
6-7

An organization's design is a key enabler of successful strategy execution, yet 60% of re-designs fail. Design your organization for high performance by leveraging best practice techniques, methodologies and insights in order to optimize your organizational structure. Understand the importance of a comprehensive systems approach to organizational design.

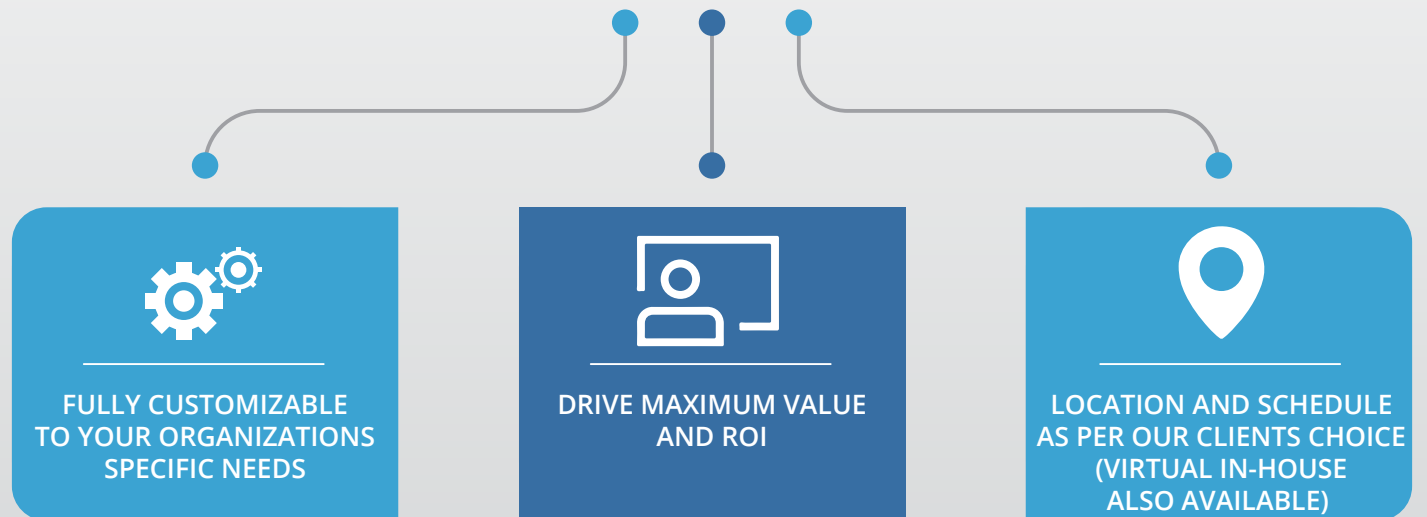
ODC:  
HRCI:SHRM

# IN-HOUSE TRAINING PROGRAMS

Tailored exclusively for your organization, our in-house training programs aim to solve some of your company's most pressing challenges and issues. Our blended learning approach ensures that these sessions mix training with a consultative approach which results in real tangible outputs and deliverables that can be practically used by the organization. This approach often results in maximum value add for a training, and we often further enhance ROI through pre-work and post-work sessions that create a true learning journey for participants.

Our in-house programs can be fully customized to your company and industry, thus using content, application, and examples that deliver the most value and are most relevant. Our globally renowned and recognized instructors can conduct the program on your site at your convenience. Our in house training program often help plant the seed to drive transformation of organizations to the next level.

## THE IDEAL PROGRAM FOR YOUR ORGANIZATION



# ONE-TO-ONE COACHING SESSIONS

## A TRAINING EXPERIENCE DESIGNED FOR YOU



TAILORED FOR LEADERS  
AND SENIOR EXECUTIVES



FOCUSED TRAINING ON  
PERSONAL DEVELOPMENT  
AND TRANSFORMATION



TACKLE YOUR  
PROBLEMS WITH OUR  
VALUABLE GUIDANCE

Within a constantly developing market which is facing greater competitiveness and change, how can you ensure that you stand out amongst the crowd? Our one to one coaching provides a dedicated learning experience built and customized to fit your individual needs and will allow you to advance and build new capabilities required specific to your needs and run at your individual learning pace.

Our blended learning approach ensures that we are building your knowledge and capabilities, but also consulting you on actual challenges and assignments that you may be facing at work. Elevate your career and make an immediate impact on your on-the-job performance through our coaching programs.

# CONSULTING SERVICES RIGHT FROM ADVISORY TO IMPLEMENTATION

Our advisory and consulting practice focuses on helping our clients solve their most critical and significant strategic business challenges. Advisory places emphasis on guiding our clients in the right direction and providing the plans, frameworks, and tools needed to execute the right solutions for their business. We cut through organizational complexities and provide impactful solutions which are implementable and promote sustainable results. From the development of strategic plans, redesigning organizational structures, cultural transformations to building the right performance management systems, our advisory practice is well known for delivering real impact to our clients. Our engagements usually fall into our three core expertise practice segments Strategy, Organization Design, and People & Culture.

Our implementation practice involves longer term engagements where full time resources are staffed to overlook, support, and implement the proposed solutions designed in our advisory and consulting work. When client's don't have the capabilities and/or manpower and internal resources to implement, we take over and execute flawlessly. This is done with a sharp focus on ensuring the organization's internal staff are capable of taking over after project completion to drive true sustainability.

## YOUR STRATEGY EXECUTION PARTNER



# EDUCATIONAL PARTNERS



## Organizational Design Community

Organizational Design Community (ODC) is an international community of scholars, executives, and organizations dedicated to advancing the theory and practice of organization design. ODC seeks to be the preeminent community where research, practice, and learning intersect to produce valuable design knowledge and applications. Caliber Academy is accredited by ODC, confirming that our institution's OD program has been carefully assessed and its quality meets ODC's comprehensive, global requirements for accreditation.



## Society for Human Resource Management

The Society for Human Resource Management (SHRM) is the world's largest HR professional society, representing 285,000 members in more than 165 countries. For nearly seven decades, the Society has been the leading provider of resources serving the needs of HR professionals and advancing the practice of human resource management.

Caliber Academy is recognized by SHRM to offer Professional Development Credits (PDCs) for the SHRM-CPSM or SHRM-SCPSM.



## HR certification institute

Caliber Academy is an approved provider with the HR Certification Institute. HRCI is an internationally certifying organization for the human resource profession and a global leader in developing rigorous exams to demonstrate mastery and real-world application of forward-thinking HR practices, policies and principles. Today, more than 120,000 professionals worldwide proudly maintain their HR Certification Institute's credentials as a mark of high professional distinction.



## International Association For Strategy Professionals

Caliber Academy has been reviewed and approved as a provider of the International Association For Strategy Professionals (IASP). This allows participants to become eligible to become a Strategy Management Professional (SMP) or Strategy Planning Professional (SPP). Strategy, in the view of IASP engages the whole range of strategy activities, from organization-wide strategy formulation through planning for strategic transformation to strategy execution, governance, and engagement of the whole team in realizing the organizational strategy.



## The Global Innovation Institute

Global Innovation Institute (GInI) aims to advance individual careers and transform organizational achievements by advancing the profession of innovation leadership. It does this through its globally recognized standards, tools, publications, resources, professional development courses, certifications, applied research, and networking opportunities. All certificates and accreditations available through GInI reflect the most current methods, trends, and strategies in innovation leadership.



## ACMP Professionals Organization

ACMP is the leading resource for the global community of individual change management practitioners. ACMP provides change management knowledge and recognition by establishing the Standard, hosting the leading global conference on Change Management. It also promotes practitioner career growth through the QEP and CCMP programs, webinars, and learning opportunities at global, regional and local events; and, facilitates professional networking and connections through conferences (global and regional), chapter participation and virtual opportunities to connect.

# TESTIMONIALS



“The instructor was amazing and the knowledge I got was very unique and useful.”

**HRBP, Virgin Megastores**



“The workshop content was highly relatable to my scope of work and business needs. The trainer was well versed in the topic and delivered the workshop very well.”

**HR Director, Emaar**



“The course was very insightful, practical and relatable. The Agile concepts and its application in various environments were simplified with case studies and simulations.

The course content and facilitation was balanced to accommodate different tiers of understanding. This is a well thought out course and I strongly recommend it.”

**Organizational Development Head, Interswitch Group**



“The training really structures the different schools of thought around the OD process and relevant considerations in such a practical way. After 20 years of working with Operating Model and Org Design, I did not think that there was so much more to learn, but it was very insightful.”

**Talent & Learning Manager, Multichoice**



“The Course have exceeded my expectations. It was full of knowledge and covered all aspects. I honestly never thought this much knowledge gaining would happen in a few days.”

**Senior SPTM Specialist, Saudi Customs**



“Fantastic, intuitive, interactive and practical workshop that ensures that we will be able to influence stakeholders in true principles and work associated to add significant value.”

**OD Manager, Coca Cola**



“The Strategy course that I attended with Caliber Academy was extremely professional and the delivery by the trainer was excellent.”

**HR Manager, Petrogas EP**



“The trainer’s down to earth approach, vast technical and practical knowledge allowed leveraging of practical tools that can be used in the business and will make a significant difference in how I approach organizational design.”

**Head of HR and Reward Services, AXA Insurance**



“Great opportunity to step aside and review how you should do Organization Design work today and tomorrow.”

**Senior Manager HR, Al-Anwa Investment**



“The trainer was a knowledge bank. The experiences they shared really help understand frameworks and tools in a realistic context. The energy and passion with which they drove a discussion really makes it interesting and valuable!”

**HR Strategy and Rewards, Abu Dhabi Airports**



“The course was well structured and interactive. There was both theoretical learning, real time practice and access to key experts in the field. Hugely valuable!”

**ODC Partner, Co-Op UK**



“I found this course presented by Caliber Academy to be one of the best workshops I have ever attended. This course helped me to be more proactive as a talent manager. I recommend this training to all HR Professionals.”

**Senior Talent Management and Succession Planning Specialist, Savola**



“An impactful and practical training for organizations that want to be successful in strategy execution.”

**Strategy Management Department, Central Bank of Nigeria**



**C A L I B E R**  
A C A D E M Y

Elevate your organization and career ...  
Learn from the world's leading management thinkers

Contact us now to find out more at [events@calibermiddleeast.com](mailto:events@calibermiddleeast.com)

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