

DUBAI AIRPORTS ASPIRING
WOMEN'S PROGRAMME

ASPIRE.
ACHIEVE.
INSPIRE.



Dubai Airports
Connecting the World



THE TALENT ENTERPRISE



“Today, two-thirds of the UAE’s university graduates and government employees are women. They also represent a third of our cabinet. We don’t enable women; our society is being enabled by them.

H.H. Sheikh Mohammed bin Rashid Al Maktoum

Vice President of the UAE

Opening Thoughts

One of the UAE’s national agendas is to achieve gender balance in the workplace and become one of the world’s top 25 countries for gender equality. Dubai Airports recognises the importance of this agenda and is fully behind it.

Today, Dubai Airports employs 200 Emirati women in a wide variety of roles. We are working hard to ensure this figure will rise over the coming years as more women are attracted to careers in the rapidly growing and important aviation sector.



Meshari Al Bannai,

Senior Vice President, Human Resources

Achieving equality is not just a matter of the percentage of women employed, it is also about harnessing their capabilities and helping them realise their full potential. To reach this objective, companies in the UAE need to invest in education and the leadership development of women in the workforce. Dubai Airports ‘Aspiring Women’ programme reaffirms our commitment to this goal.

Over the last nine months, 20 Emirati women, took part in a series of workshops, coaching sessions and assignments co-designed and delivered by our partner, The Talent Enterprise, resulting ultimately in a best-in-class program endorsed by ILM, UK. We worked to nurture their talent and provide visibility of their skills to the wider organisation. As a result, our ‘Aspiring Women’ have worked to set clearer goals and objectives for their futures, enhance their opportunities for progression and strengthen their leadership capability.

We are very proud of all of our ‘Aspiring Women’. Their passion and commitment shown throughout the programme demonstrates that they yearn to excel in their professional lives and advance their careers. By doing so, they also strengthen the future of Dubai Airports and this great country.

About the Aspiring Women's Programme

The Aspiring Women's Programme is an immersive learning experience, designed for female managers and leaders at Dubai Airports. It has been especially conceptualised keeping in mind the specific challenges and opportunities faced by women as they navigate their careers, keeping in mind the cultural context of the UAE.

The Programme spans 9 months and 6 modules, and is supported by one-on-one coaching during the journey.

The Aspiring Women's Programme is endorsed by ILM, UK, and requires participants to go through an intensive journey of exploring concepts of self and organisational leadership. It has been jointly created and delivered by the Talent Development team, in close partnership with The Talent Enterprise, the region's leading human capital assessment and development company.



"As the leader of a pioneering Talent Development team, I am proud to have successfully delivered our first Aspiring Women's programme. Throughout the course, our Aspiring Women have demonstrated their commitment and ownership of their learning which will open new possibilities and pathways for the future. We have high hopes for their future and are looking forward to seeing how they put their new learning into practice."

Victoria Redshaw

Vice President Talent Development
& Assessment

"The Talent Development team and I are proud and honoured to have supported our Aspirational Women on their development journey. Throughout the programme I have seen our women learn and grow, build confidence as well as be open to new ways of working. I look forward to seeing how they transfer their learning and how it can enable their future career path."

Cathy O'Neill

Head Talent Development



"It's an honour and privilege to be partnering with Dubai Airports on putting together the Aspiring Women's Programme. On behalf of everyone at The Talent Enterprise, we would like to thank Victoria, Cathy, Salha and the entire team for the brave, courageous yet really important step on embarking on a programme focusing on the unique needs of Emirati female leaders. The best part of the programme has been to personally witness the positive transformation of participants – everyone had their 'aha' moment somewhere during the programme, and have emerged different from when they first started their journey. That's the best outcome one can hope for! Kudos to all the incredible, inspiring women at Dubai Airports."

Radhika Punshi

Managing Director, The Talent Enterprise



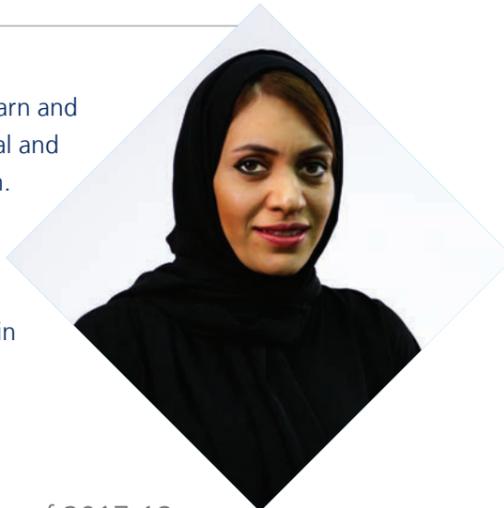
Programme Objectives

- To positively challenge the participant's own world view and self-limiting beliefs about themselves and what they would hope to accomplish;
- To provide the essential tools, techniques and skills required to develop personally and professionally as a manager and leader at Dubai Airports;
- To lead from a place of strength, with authenticity, confidence and intention;
- To build a strong network and support structure of Emirati women at Dubai Airports, to be a positive role model to others;
- To embark on a journey of continuous learning and change;

When I joined the programme, I was sure that I will learn and gain so much and I noticed the change on the personal and professional level even before completing the program. The impact was noticed very fast. Every end has a new beginning. I believe that our learning will actually start from the day of the graduation as we will practice all what we have learned in the program in our work and life.

Maryam Al Bannai

Aspiring Women Programme Participant, Class of 2017-18



Programme Design Priorities

- To build greater self-awareness amongst participants about their areas of strength and potential blind-spots, and develop an authentic style of leadership;
- To understand the concept of a fixed and growth mindset, resilience and self-efficacy and learn about tools and resources that can be used to develop these skills;
- To help strengthen personal communication, personal brand and presence of participants, and provide tools to negotiate, persuade and influence others;
- To gain a practical understanding of incremental and disruptive innovation and how to apply the process of innovation to Dubai Airports;
- To develop awareness and gain a deeper understanding of the various tools and techniques that can be used to support and drive organisational change;
- To understand how to navigate one's own career journey, to build a network and support structure;
- To learn how to manage and lead in a diverse cultural context, to be aware of the biases, views, intentions and perspectives of self and others;
- To build greater emotional and social intelligence.

"The programme helped me realise hidden potential areas in myself and how to leverage these strengths to create win-win situations. A true eye-opener."

Khulood AlMarzooqi

Aspiring Women Programme Participant, Class of 2017-18

"There are many moments in life in which we don't have the power to change our circumstances. During the 9-month journey in the Aspiring Women's Programme, I have learnt that changing my attitude towards these circumstances is in my hands and that I have a choice."

Sharly Ovano

Aspiring Women Programme Participant, Class of 2017-18

Programme Journey

Module 2

High Impact Communication (2 days)

This module helped individuals create presence and impact when presenting. They understood the importance of powerful communication as a tool to influence and increase impact. They also understood the effective skills of negotiation and how to create win-win situations.

Learning Enabler: The workshop was conducted in a theatre, using impro-provisional, immersive techniques, with professional theatre artists



Module 1

Leading Authentically (2 days)

This module aimed to build self-awareness of individuals and helped them understand themselves better. Learnings from this module helped participants identify their key strengths and understand what they need to thrive at work through goal setting, strength spotting and recognition.

Learning Enabler: The Thriving Index Psychometric Strengths Assessment



1-1 Coaching

Module 3

Innovation and Change Essentials (2 days)

This module provided participants with a practical understanding of how organisations need to stay 'on top of their game' and evolve their strategy in a dynamic, fast-paced world. Specifically, this module focused on the process of innovation and change, with a clear linkage to applying this understanding to Dubai Airports.

Learning Enabler: Harvard Case based discussions



1-1 Coaching

Module 4

Navigating Your Career

This module helped individuals manage their career more effectively to get ahead in their journey. Participants understood how to develop a solution focused mindset, build and nurture powerful networks navigating through politics to take ownership, craft their personal brand, influence their stakeholders, be visible and effectively navigate their own career success.

Learning Enabler: Personal development plans and self-reflections



1-1 Coaching

Module 5

Emotional and Cultural Intelligence

This module helped individuals work across cultures and roles with an open mind. The module highlighted various aspects of cultural bias that exists in the workplace. It also helped individuals understand how they can be more accepting and empathetic to working with a cross cultural team to deliver exceptional results.

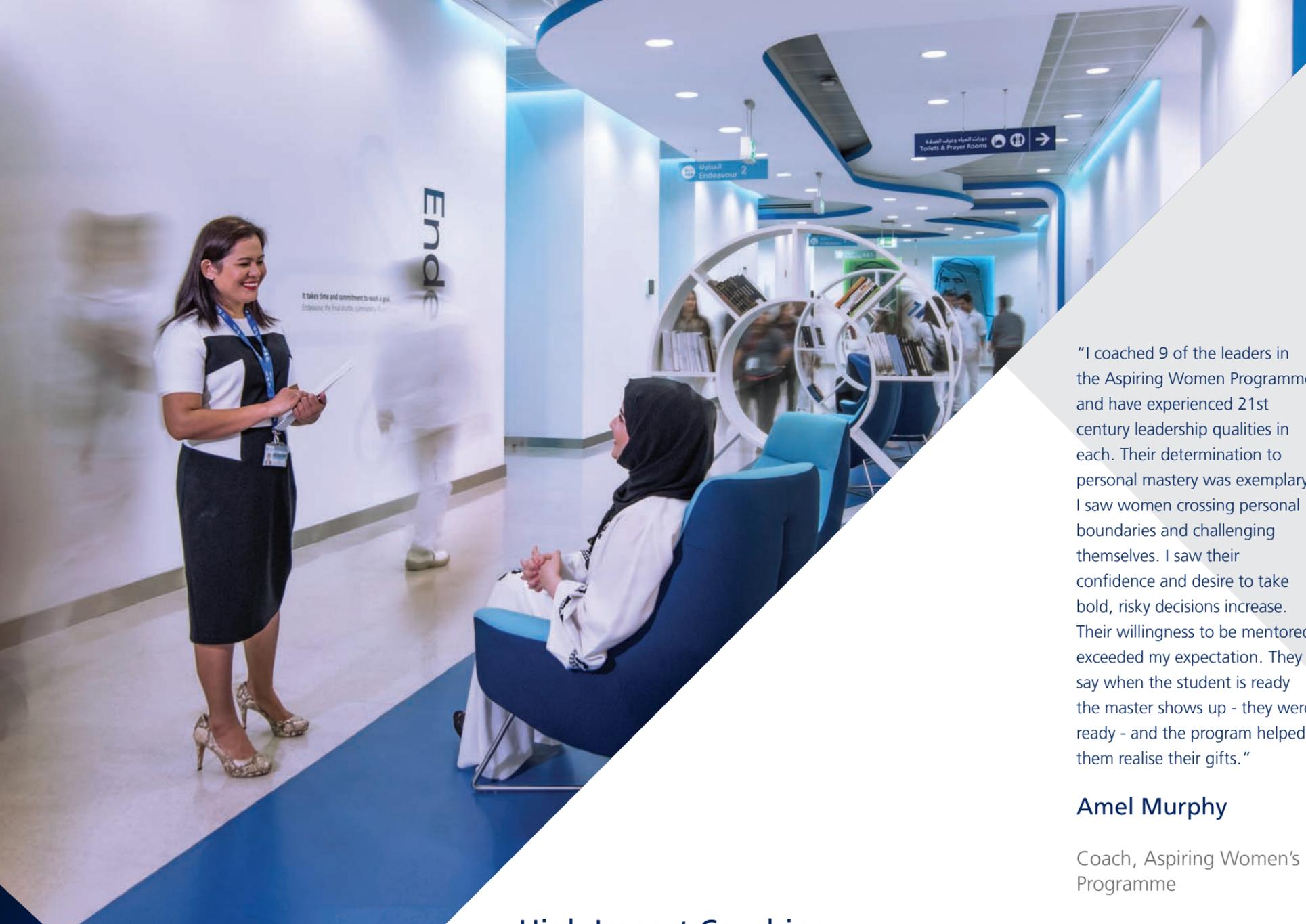
Learning Enabler: Roleplays and reflective group discussions



Graduation

TEDx Style Talks

Participants will use their learnings and reflections over the past nine months to present to an audience. We can't say much now, just wait and see!



High Impact Coaching

The Coaching process is a critical part of the Aspiring Women's Program. Each participant was provided a coach to be their sounding board to guide and mentor them through their learning journey, supporting their personal and professional development.

"I coached 9 of the leaders in the Aspiring Women Programme and have experienced 21st century leadership qualities in each. Their determination to personal mastery was exemplary. I saw women crossing personal boundaries and challenging themselves. I saw their confidence and desire to take bold, risky decisions increase. Their willingness to be mentored exceeded my expectation. They say when the student is ready the master shows up - they were ready - and the program helped them realise their gifts."

Amel Murphy

Coach, Aspiring Women's Programme

"The coaching programme was such a unique journey, starting with a group of ladies who were very clearly suited to the objectives of the program – intellectually advanced, and with very high aspirations. All ladies are high achievers both personally and professionally. During our sessions, their constant desire to create change, both in their perspectives and in the region, was admirable. I wish them all the best and look forward to meeting them again."

Abeer Al Matoq

Coach, Aspiring Women's Programme

"My interactions with my participants has challenged me to become more optimistic and truly believe 'where there is a will, there is a way'. I have observed the struggle between a self-imposed lack of confidence and the talent, energy and capability that has been straining to break through. It has been inspiring to be part of a journey where these strong women set their sights on goals and move with determination toward achieving them."

Archana Bhatia

Coach, Aspiring Women's Programme



“Have you ever thought why do waves seem to go towards the shore? Why do they eventually meet? This is the connection between mind and heart that I have established throughout this programme. I have never thought that I would be able to have this connection, I have always treated them differently. So, thank you as this has enhanced my decision making and sparked my creative side”

Marwa Al Saffar

Aspiring Women Programme Participant, Class of 2017-18

“I believe every day we have a chance of a new beginning to change. Aspiring Women’s program completely has changed the way I view my future prospects. I will act as a motivator, and continue to influence others, by being an excellent role model to inspire other Dubai Airports Emirati women to pursue their dreams.”

Amna Ahil

Aspiring Women Programme Participant, Class of 2017-18

“The programme was very inspiring and motivating, it provided me with new energy to push myself further both personally and professionally. This was the best investment in training and development I’ve ever had.”

Fatma Al Mutawa

Aspiring Women Programme Participant, Class of 2017-18

Nothing will change if you don’t believe in it. You need to start believing in yourself, that you are going to be all that you want you to be.”

Sumaya Ali Karam

Aspiring Women Programme Participant, Class of 2017-18

“I learned so much about other people’s experiences and how to link them to my own. We are all the same in our insecurities although we come from different cultures, I learned how to accept them. An aspiring woman is someone to who can leave a good influence on others and are looked up to. I learned how to visualise, dig deep and bring positivity into my life” again.”

Noora Ahli

Aspiring Women Programme Participant, Class of 2017-18

“This high-level program is an opportunity for those who are looking to be unique. I’m privileged to be in the first cohort of such amazing and talented ladies. I really enjoyed the high-quality courses and the amazing speakers. This program has helped me rethink how to approach the rest of my learning journey and it definitely equipped me with new set of tools that I can equally apply to work and my personal life. I also would like to give a big thank you for the organising team for doing such a great job.

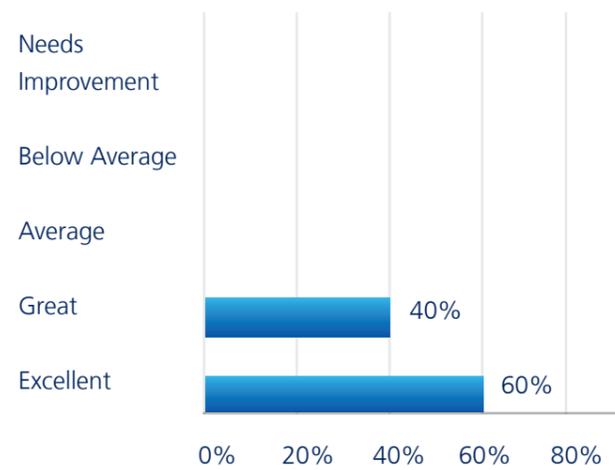
Raja Abdulla

Aspiring Women Programme Participant, Class of 2017-18

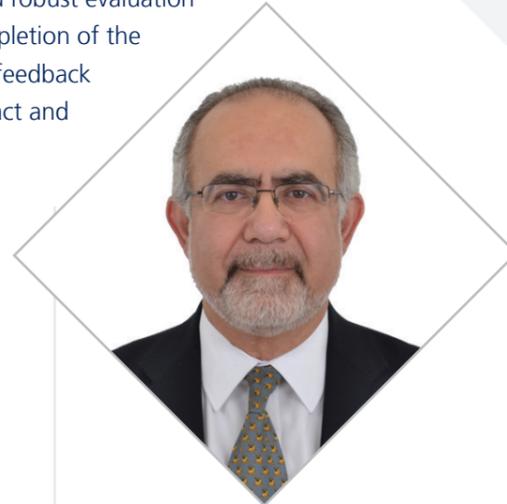
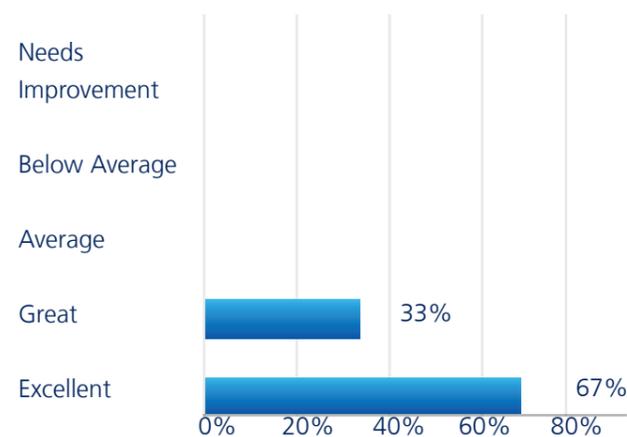
Programme Impact

A crucial aspect of the Programme design was to embed robust evaluation and impact measures prior to, during and after the completion of the Programme. Overall, the Programme received excellent feedback for all participants, across all dimensions of quality, impact and actionability.

In general, how effective were your trainers in supporting you to achieve your development goals.



As a result of the program, I can apply techniques that support my growth to my day-to-day roles.

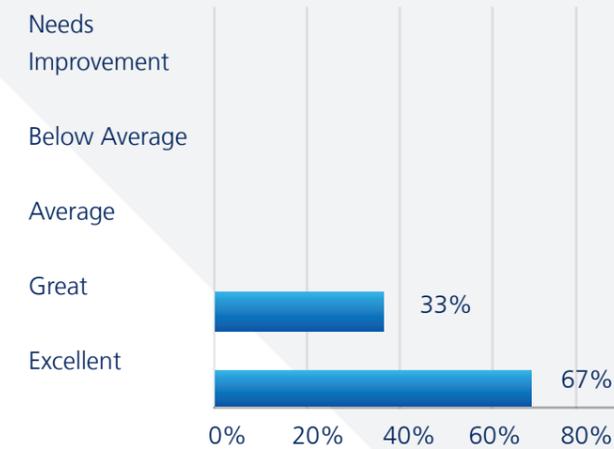


"A very good programme. It upgraded candidate's leadership and management capabilities to the next level in their existing roles, and gave them empowerment to take control of their career path and the momentum to move stronger forward in building and enriching their future. Thanks to Talent Development and all who worked hard on the programme to achieve these results. I do hope that this is only a first step towards supporting and developing Emirati women at Dubai Airports to attain their aspiration and achieve success"

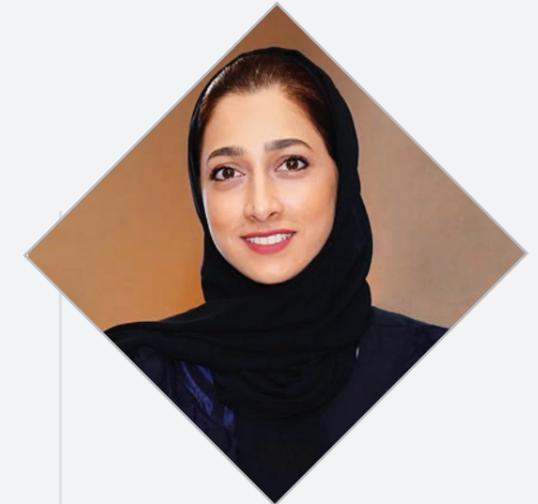
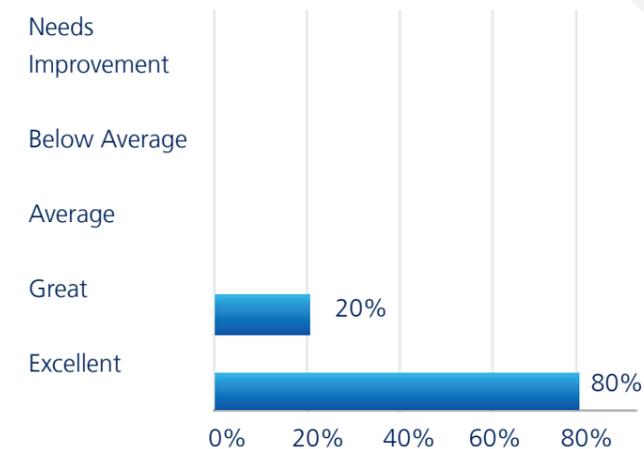
Ghazir Hamod

Steering Committee Member and Head of OPS Imp – DWC

As a result of the program, I feel that I have developed my skills over the past nine months.



Please rate your satisfaction with the Aspiring Women's Program



"I have observed that my team member developed greater self-awareness and a willingness to take calculated risks to achieve results. She is able to handle challenges and utilise exceptional judgment in driving difficult decisions with a focus on authenticity and openness."

Moza Al Gergawi

Steering Committee Member and Head - HR Business Partners, Human Resources



The Road Ahead

"I've learnt a lot during this program, I've learnt about myself, I've learnt how to overcome some obstacles I used to face and I've learnt how different cultures react in different situations, which in return gave me an insight for my future better interaction. I'm glad for being a member in this program and feel sad that this journey is soon going to end. Thank you all for your support and encourage during this amazing journey."

Fatima Al Muhairi

Aspiring Women Programme Participant, Class of 2017-18

"This journey has been great since the start. I learned about myself and the importance of authenticity in becoming a better leader. It helps you realise who you are, where you want to be tomorrow and how to be a better you."

Sara Al Abdulla

Aspiring Women Programme Participant, Class of 2017-18

"I loved how much awareness the programme gave us about ourselves. It's very relatable and personalized in a way that enabled me to accept myself the way I am and aspire to be a better version of myself."

Fatma Taher

Aspiring Women Programme Participant, Class of 2017-18

"It has been wonderful sharing experiences and getting to know other aspiring Emirati Women. I'm looking forward to hear all about everyone's success stories as we continue our journeys."

Yasmeen Al Marzooqi

Aspiring Women Programme Participant, Class of 2017-18

"The programme has enlightened my path to be more effective as an Emirati Women. I am very optimistic and confident of my potential and future achievements."

Amira Seraj

Aspiring Women Programme Participant, Class of 2017-18

"This program was like a mirror. It helped me look at myself to understand what kind of skills I do have and where are my weak points and how to improve them. It allowed me to deep dive within myself and reflect."

Muna Juma

Aspiring Women Programme Participant, Class of 2017-18

Source: GameChangers by LeRay, Jones & Punshi, Motivate Books

Since the establishment of the UAE until the present time the Emirati woman played a substantial role in the movement of the sustainable development of the UAE, whilst the woman's contribution embodied a pivotal role in the manifold political, economic, social and scientific fields.

Today the Emirati woman accounts for 66% of the total workforce of the governmental sector, it being noted that 30% of the mentioned ratio represents woman leaderships who hold decision making jobs, whilst 15% of the said ratio represents technical and academic positions including medicine, teaching and pharmacy, let alone her distinguished presence in all positions related to the implementation of qualitative developmental and strategic programs which buttress the knowledge economy.

The role of woman in the Emirates is not confined to traditional jobs but rather goes beyond that to include the economic arena and entrepreneurship where the number of those registered with the Chamber of Commerce and Industry at the State level is in excess of 22 thousand businesswomen, which represents 15% of the total number of registered members.

Those women actually work in the domestic and global market and manage around 25 thousand economic and commercial enterprises with investments reaching approximately 45 billion Dirhams (12.26 billion USD). Moreover, woman accounts for around 37.5% of those working in the banking sector which is considered one of the most important economic sectors in the UAE.

Programme Project Team



Team work makes the dream work

Victoria Redshaw,

Project Sponsor,
Dubai Airports

Cathy O'Neill,

Project Leader and Content Expert,
Dubai Airports

Salha Al Kas,

Project Manager,
Dubai Airports

Maitha Ali,

Project Team Coordinator,
Dubai Airports

Ehsan Fahmi,

Project Manager,
The Talent Enterprise

Radhika Punshi,

Project Director and Subject
Matter Expert,
The Talent Enterprise

David Jones,

Project Advisor,
The Talent Enterprise



“Looking back at the journey, this is the beginning. I’ve seen women throughout go through different challenges and with reflection I’ve witnessed the difference in how they think now. Being comfortable giving and receiving feedback, being authentic and taking responsibility to drive change. This program is not ending, but very much evolving. These women have already created a positive circle to engage others. As a participant in this program, it helped me listen to the needs of the business. Women need to be heard and I trust they will be the ambassadors of change.”

Salha Al Kas

Aspiring Women Programme
Participant and Project Manager,
Class of 2017-18



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