



HEC Paris and KPMG hold joint event on Leading Change through Turbulent Times

Doha, Qatar – June 1, 2016: HEC Paris, one of the world’s top 3 providers of Executive Education programs, and KPMG, one of the ‘big four’ global consulting firms, organized a joint event on “Leading Change through Turbulent Times” on 31 May at HEC Paris’ premises in Tornado Tower. The event was led by Roger Hallowell, HEC Paris Affiliate Professor of Strategy and Business Policy.

Businesses and organizations in Qatar and across the Gulf are facing turbulent times due to economic pressure from the fall in oil and gas prices. Consequently, managers and leaders must adapt their way of working to manage change cautiously and wisely in times of instability. In his keynote address, Professor Hallowell outlined the best practices for driving permanent or short-term change. His two overarching themes were ‘What organizations can do to prepare for turbulence’ and ‘What not to do 99% of the time during turbulence’.

Other critical topics Professor Hallowell discussed included exploring the probability for turbulence, financial strategies for companies anticipating turbulence (both structural and conditional) and ways to safeguard operations before turbulence sets in.

“It is known that the key to leading change successfully through turbulent times is to recognize and respond to the needs, fears and interests of people affected by this change. This calls for new management techniques along with redefining immediate and long-term goals. There is a long history of collaboration between business schools and consulting firms, at multiple levels. Consulting firms use more human resources than many other businesses and business schools supply a large percentage of their needs. Furthermore, both HEC Paris and KPMG are actively engaged in adding value to corporate clients through the services they offer. We are pleased to collaborate with KPMG in helping the country’s leaders consider the challenges and opportunities their organizations face,” said Prof. Laoucine Kerbache, Dean & CEO of HEC Paris in Qatar.

KPMG's Head of Advisory, Rajesh Menon helped set the context for the session by outlining emerging trends and risks in the current economic landscape and explaining how organisations can continue to deliver value to shareholders by critically examining their business and operating models.

Ahmed Abu-Sharkh, Country Senior Partner for KPMG in Qatar said: "At KPMG and HEC Paris in Qatar, we are privileged to be able to help Qatar's business community navigate a new economic landscape. Turbulent times can be daunting for businesses, however it's essential that leaders look for ways to turn challenge into opportunity and thrive during a crisis."

Professor Roger Hallowell is the Academic Director of programs for managers and executives in the fields of strategy and business policy, as well as leadership. He teaches regularly on the HEC Paris Executive MBA. Until recently, Professor Hallowell was a managing partner at the Center for Executive development comprising a number of former Harvard professors. He is an authority on strategic initiatives with the goal of simultaneous cost reduction and quality improvement. As author of numerous papers his work has appeared in Academy of Management Executive, Human Resource Management amongst others.

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Notes to Editors

HEC Paris

Specializing in management education and research, HEC Paris offers a complete and unique range of educational programs for the leaders of tomorrow: Masters programs, Summer School, MBA, PhD, Executive MBA, TRIUM Global Executive MBA, open-enrolment and custom executive education programs.

Founded in 1881 by the Paris Chamber of Commerce and Industry, HEC Paris is a founding member of the Université Paris-Saclay. It boasts a faculty of 138 full-time professors, more than 4,400 students and over 8,000 managers and executives in training each year.

In 2010, HEC Paris joined Qatar Foundation and brought world-class Executive Education programs and research activity to Doha and the region. By 2011, HEC Paris launched Qatar's first international EMBA. The HEC Executive MBA (EMBA) is a part-time program that provides executives with a set of fundamental skills to expand their knowledge and leadership capabilities. In addition to the EMBA, HEC Paris provides in Qatar a Specialized Master's Degree in Strategic Business Unit Management. The institution also offers non-degree management programs for

executives, in the form of open enrolment programs as well as custom-designed programs for individual companies. It has also recently introduced bespoke executive management programs for Family Owned Businesses (FOB) that are designed to meet the specific and individual needs of each client and are aimed at key decision makers, from Board level to middle management. The programs and research activities of HEC Paris in Qatar build corporate competitiveness within the global economy and are fully aligned with Qatar National Vision 2030 to support the transformation of Qatar into an advanced, competitive and knowledge-based economy. Accordingly, HEC Paris has opened a Research Office that has resulted in a number of case studies and innovative articles being published in renowned academic journals and presented at international conferences. HEC Paris has been one of the world's top 3 providers of Executive Education programs for the last 7 years. <http://www.exed.hec.edu/hec-qatar>.

Qatar Foundation

Qatar Foundation for Education, Science and Community Development is a private, non-profit organization that serves the people of Qatar by supporting and operating programs in three core mission areas: education, science and research, and community development. The Foundation strives to nurture the future leaders of Qatar. By example and by sharing its experience, the Foundation also contributes to human development nationally, regionally, and internationally. In all of its activities, the Foundation promotes a culture of excellence in Qatar and furthers its role in supporting an innovative and open society that aspires to develop sustainable human capacity, social, and economic prosperity for a knowledge-based economy. <http://www.qf.org.qa/>

KPMG

KPMG is a global network of professional firms providing Audit, Tax and Advisory services. We operate in 155 countries and have more than 172,000 people working in member firms around the world. The independent member firms of the KPMG network are affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. Each KPMG firm is a legally distinct and separate entity and describes itself as such.