

EMEA: Europe, Middle East, Africa

A new cultural Paradigm

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SIETAR Europa Congress

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one big
world

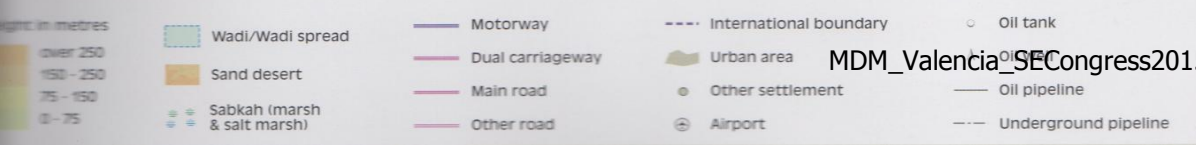
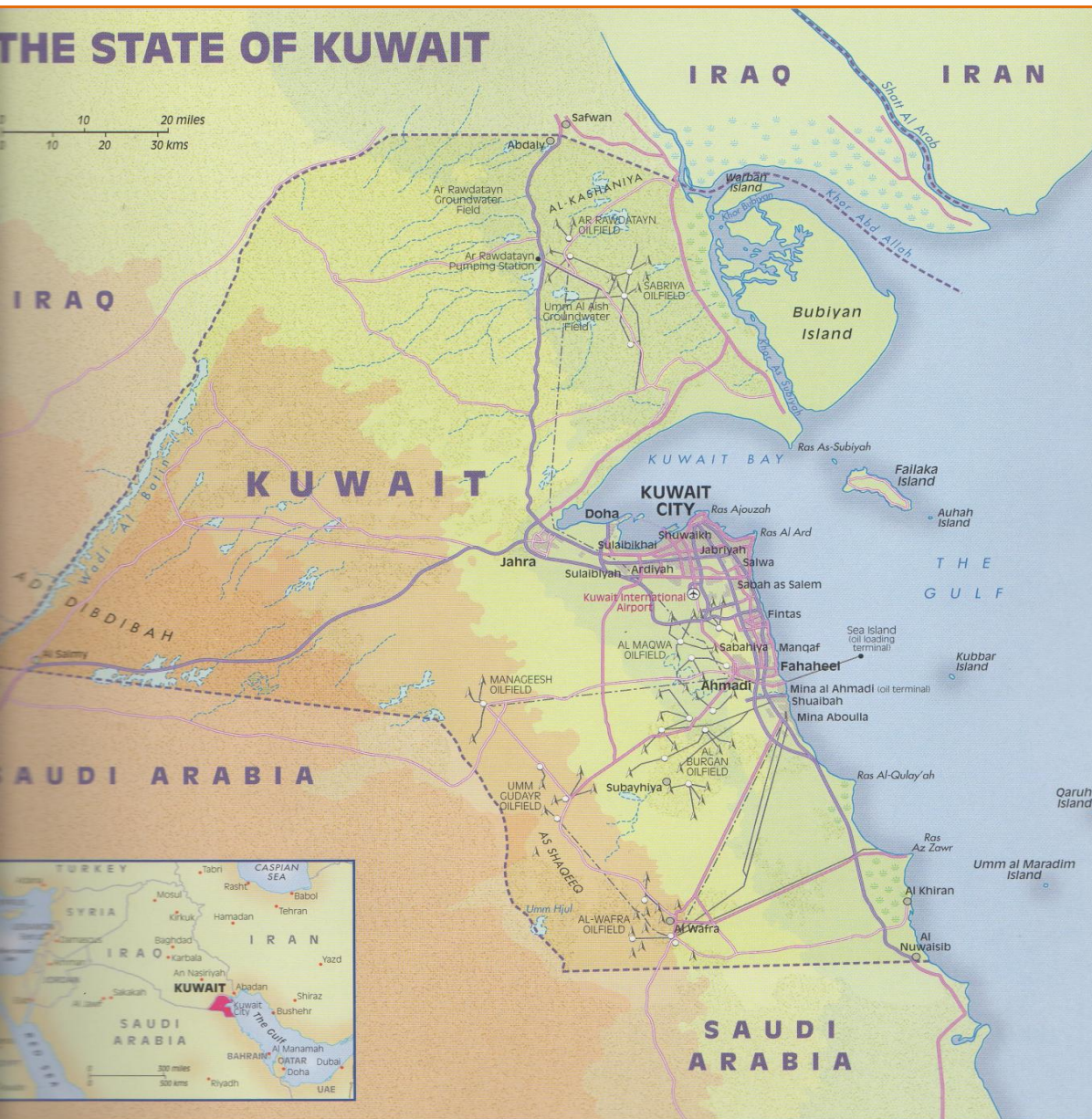
The State of Kuwait



What do you know about it?
Why do you remember it?



The State of Kuwait



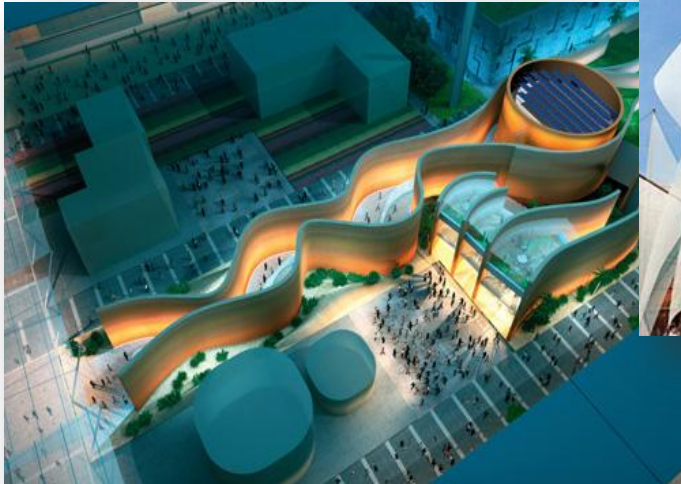
GCC at EXPO 2015



Oman



Bahrain



United Arab Emirates



Kuwait



Qatar

Kuwait: population composition

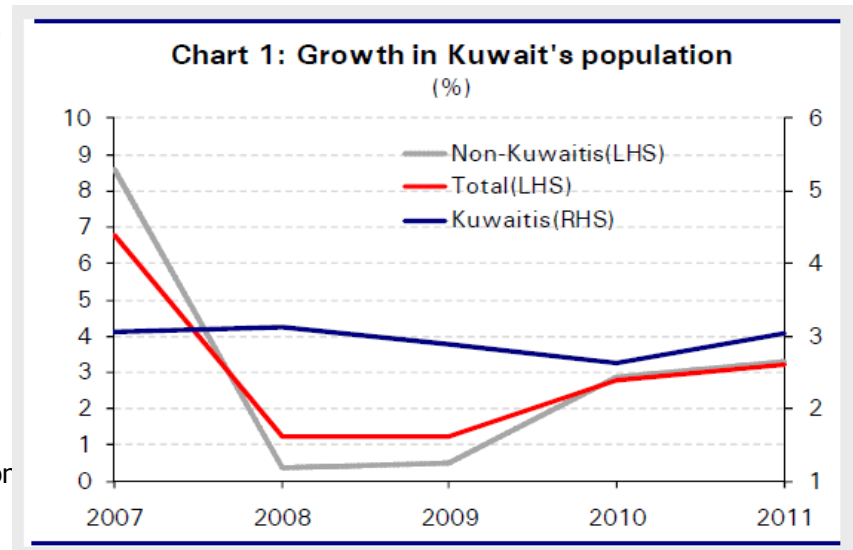
Table 1: Population

	Population ('000)			Percent Growth		
	Kuwaiti	Non-Kuwaiti	Total	Kuwaiti	Non-Kuwaiti	Total
2006	1,023	2,159.6	3,183.0	3.1	8.0	6.4
2007	1,055	2,345.0	3,399.6	3.1	8.6	6.8
2008	1,088	2,354.3	3,441.8	3.1	0.4	1.2
2009	1,119	2,366.0	3,484.9	2.9	0.5	1.3
2010	1,148	2,433.7	3,582.1	2.6	2.9	2.8
2011	1,183	2,514.1	3,697.3	3.0	3.3	3.2

Source: Public Authority for Civil Information

- 2014: Almost 4 mill., with expatriates accounting for about 70%

Source: Public Authority for Civil Information



Kuwait: population composition

- Kuwaitis 1,200,000
 - **Indians 647,000**
 - **Egyptians 453,000**
 - **Bangladeshis 189,000**
 - Syrians 131,000
 - Pakistanis 120,000
 - **Filipinos 142,000**
 - Sri Lankans 110,000
 - Ethiopians 74,000
 - Jordanian and Palestinian 53,000
 - Nepalis 52,000
 - Iranians 43,000
 - Lebanese 42,000
 - Indonesians 19,000
 - Iraqis 15,000
 - Afghans 14,000
 - Americans 13,000 (20,000 including armed forces)
 - Yemeni 11,000
 - **Italians 300**
- **Languages:**
 - Arabic (official)
 - English widely spoken
 - **Religions:**
 - Muslim (official) 76.7%
 - Christian 17.3%
 - Other and unspecified 5.9%

Source: http://www.indexmundi.com/kuwait/demographics_profile.html#sthash.P82som7y.dpuf

Kuwait: Employment composition

Table 10. Kuwait: Population and Employment, 2006–2011

(In thousands)

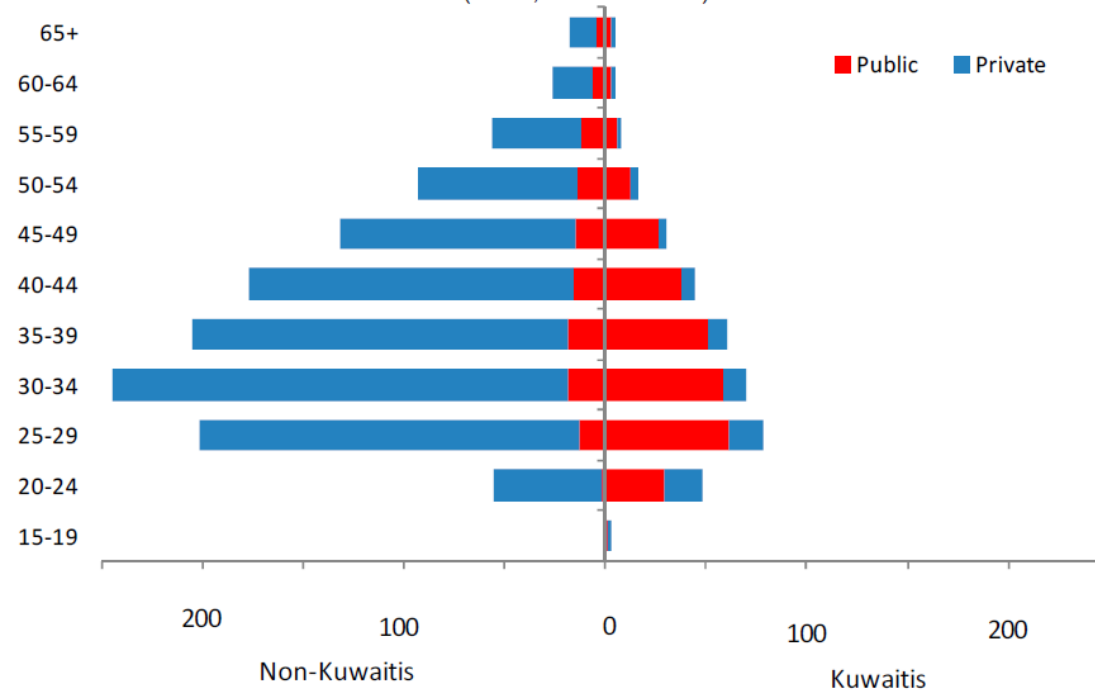
End of period	Kuwaiti			Non-Kuwaiti			Total		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Employed	172.9	203.7	376.6	444.3	1,360.2	1,804.6	617.2	1,563.9	2,181.1
Total labor force ¹	179.9	209.9	389.7	460.1	1,377.6	1,837.7	639.9	1,587.5	2,227.4
Population	602.6	580.6	1,183.2	873.0	1,641.1	2,514.1	1,475.6	2,221.7	3,697.3
Participation ratio (percent)	29.8	36.2	32.9	52.7	83.9	73.1	43.4	71.5	60.2

Sources: Central Statistical Office, and Civil Information Authority.

¹ Labor force includes population 15 years old and over.

Figure VI.1. Employment in Kuwait

(2011, in thousands)



Source: Public Authority Civil Information.

Kuwait: The Gender Gap Index 2014

Gender Gap Index 2014

Rank **113**
(out of 142 countries)

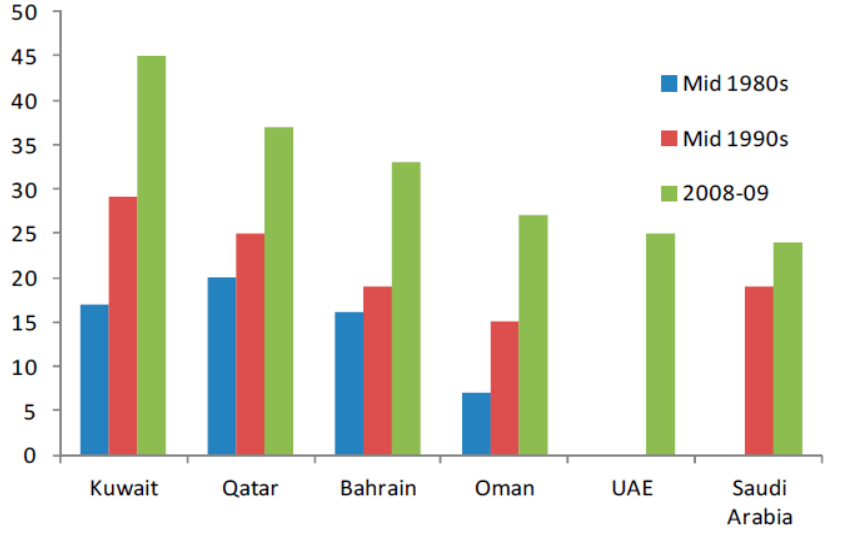
Score **0.646**
(0.00 = inequality, 1.00 = equality)

Key Demographic and Economic Indicators

GDP (US\$ billions).....	06.63
GDP (PPP) per capita (constant 2011, international \$).....	84,188
Total population (millions).....	3.37
Population growth (%).....	3.57
Overall population sex ratio (male/female).....	1.48

	Rank	Score	Sample average	Female	Male	Female-to-male ratio
ECONOMIC PARTICIPATION AND OPPORTUNITY..... 106 0.608 0.596						
Labour force participation.....	122	0.53	0.67	45	85	0.53
Wage equality for similar work (survey).....	78	0.63	0.61	—	—	0.63
Estimated earned income (PPP US\$).....	1	1.00	0.53	40,000	40,000	1.00
Legislators, senior officials and managers.....	106	0.16	0.27	14	86	0.16
Professional and technical workers.....	109	0.52	0.65	34	66	0.52
EDUCATIONAL ATTAINMENT..... 76 0.991 0.935						
Literacy rate.....	66	0.99	0.87	95	96	0.99
Enrolment in primary education.....	106	0.98	0.94	91	93	0.98
Enrolment in secondary education.....	1	1.00	0.62	88	86	1.03
Enrolment in tertiary education.....	1	1.00	0.88	31	15	2.10
HEALTH AND SURVIVAL..... 134 0.957 0.960						
Sex ratio at birth (female/male).....	1	0.94	0.92	—	—	0.95
Healthy life expectancy.....	140	0.99	1.04	67	68	0.99
POLITICAL EMPOWERMENT..... 137 0.027 0.214						
Women in parliament.....	134	0.03	0.25	3	97	0.03
Women in ministerial positions.....	122	0.07	0.20	7	93	0.07
Years with female head of state (last 50).....	64	0.00	0.20	0	50	0.00

Figure IV.3. Share of Women in the National Labor Force in the GCC



Source: Zovighian, D. (2012) "Gulf Women's Participation in the Labour Market: Participation in the Labour, Care and Social Protection in Patrialchal Systems."

Kuwait: Employment and figures

Table 11. Kuwait: Distribution of Employees by Economic Activity and Nationality, 2005-11

End of period	2006			2007			2008			2009			2010			2011		
	Non-Kuwaiti	Kuwaiti	Total	Non-Kuwaiti	Kuwaiti	Total	Non-Kuwaiti	Kuwaiti	Total	Non-Kuwaiti	Kuwaiti	Total	Non-Kuwaiti	Kuwaiti	Total	Non-Kuwaiti	Kuwaiti	Total
(Percent of total, by sector)																		
Agriculture and fisheries	0.1	2.1	1.8	0.1	2.0	1.7	0.1	2.0	1.7	0.1	2.2	1.8	0.1	2.1	1.8	0.1	2.3	1.9
Mining and quarrying	1.4	0.1	0.3	1.3	0.1	0.3	1.2	0.1	0.3	1.3	0.1	0.3	1.3	0.1	0.3	1.3	0.1	0.3
Manufacturing	2.7	6.0	5.4	2.4	6.0	5.4	2.4	6.4	5.7	2.5	6.3	5.6	2.5	6.0	5.4	2.3	6.1	5.5
Construction	1.3	9.6	8.1	1.6	9.3	8.1	2.0	9.5	8.3	2.3	9.3	8.1	2.5	9.1	8.0	2.8	9.6	8.4
Electricity, water, and gas	2.7	0.2	0.6	2.8	0.1	0.5	2.8	0.1	0.6	2.9	0.1	0.6	3.1	0.1	0.6	3.4	0.1	0.7
Wholesale and retail trade	2.4	16.0	13.6	2.9	17.1	14.9	3.0	17.9	15.5	3.3	17.7	15.3	3.6	17.0	14.8	3.7	18.0	15.5
Transportation and communications	2.5	3.3	3.2	2.3	3.1	3.0	2.4	3.2	3.1	2.5	3.4	3.2	2.5	3.2	3.1	2.4	3.3	3.1
Finance and business services	4.0	4.8	4.7	4.5	4.8	4.8	4.8	5.2	5.1	5.2	5.1	5.1	5.4	5.1	5.2	4.9	5.2	5.2
Public administration	76.4	41.5	47.5	72.1	41.5	46.3	71.5	37.6	43.1	70.3	37.3	42.8	69.6	43.3	47.8	69.4	41.6	46.4
Unclassified	6.6	16.5	14.8	10.0	15.9	15.0	9.8	18.0	16.6	9.7	18.6	17.1	9.3	14.0	13.2	9.7	13.8	13.1
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

- Kuwait ranked 39 in the 2015 UN Happiness Index

CORRUPTION MEASUREMENT TOOLS

CORRUPTION PERCEPTIONS INDEX (2014)

RANK: **67** /175 SCORE: **44** /100

CONTROL OF CORRUPTION (2010)

PERCENTILE RANK: **67%**

SCORE: **0.346271233**

The Assessment Centre: the characters



accenture
High performance. Delivered.



- Project's participants: **All K-companies' Team Leaders and Managers** (about **660** people; around 20% women)

Unified Generic Competency Framework

Competency	Competency Description
HSSE & Sustainability	Prevent, address and eliminate HSSE risk as the first priority, to promote the well-being of self, others, society, environment, and to protect the organization's assets.
Performance Drive	Achieve high performance by driving goals, taking initiative and planning ahead, within and outside of own area of responsibility
Ownership	Act with commitment to the K-Group and its Values, taking accountability for own role in achieving wider organizational objectives.
Adaptability & Learning	Build people capability by seeking and participating in opportunities for learning and being adaptable to change.
Team Work	Achieve business objectives through teamwork, partnership, cooperation and commitment to a shared vision and goals.
Communication	Build effective relationships and networks by communicating in an open, direct, transparent and trustworthy manner.

The Assessment Centre project process

Project's aims:

- Assessing strength and weak competencies = objective and not-biased evaluation, focused on competencies and performance, rather than on relationship or affinity
- Define IDAPs

- K-Team composition and timeline
- Awareness sessions
- Focal Points and K-Team group involvement
- Road shows
- Ongoing support
- Assessors Team
- IDAPs



The Assessment project process

Team Leaders	Individual Assessment Tools			
	Internal view		Personality	External view
	Team Leader Self Assessment	Team Leader's Manager assessment	Psychometric tool	Development Center (DC)

Exercise 1: **Role Play 1**

Exercise 2: **Role Play 2**

Exercise 3: **In Tray**

Exercise 4 : **Individual Tasks (1, 2 and 3)**

Exercise 3: **Interview with Assessor**

Overall results

Average evaluation by Competence	
A.HSSE & Sustainability	2,87
E.Team Work	2,81
C.Ownership	2,74
B.Performance Drive	2,71
F.Communication	2,66
D.Adaptability&Learning	2,56

Particularly areas of development:
• **Adding value**, because of a **limited view and perspective** when they run their tasks and operations

Particularly areas of development:
• **Driving quality and excellence**, continually exploring ways to improve
• **Proactively taking action**

There is room for improvement in:
• Embracing and **driving positive change**
• **Feedback** and team development (recognition, people involvement,...)

Particularly areas of development:
• **Adjusting** and using different **communication styles**
• **Building support and credibility** with others
• **Negotiation and conflict management**

Reflection

- Isn't possible to recognize a cultural bias in the competence model definition, in the methodology used and in the overall results?
- Weren't results quite predictable and expected considering a "Western management cultural approach"?
- How is possible to consider and integrate local Gulf and Kuwaiti culture specificity, thus to avoid Western cultural bias, in designing assessment methods, tools and practices?