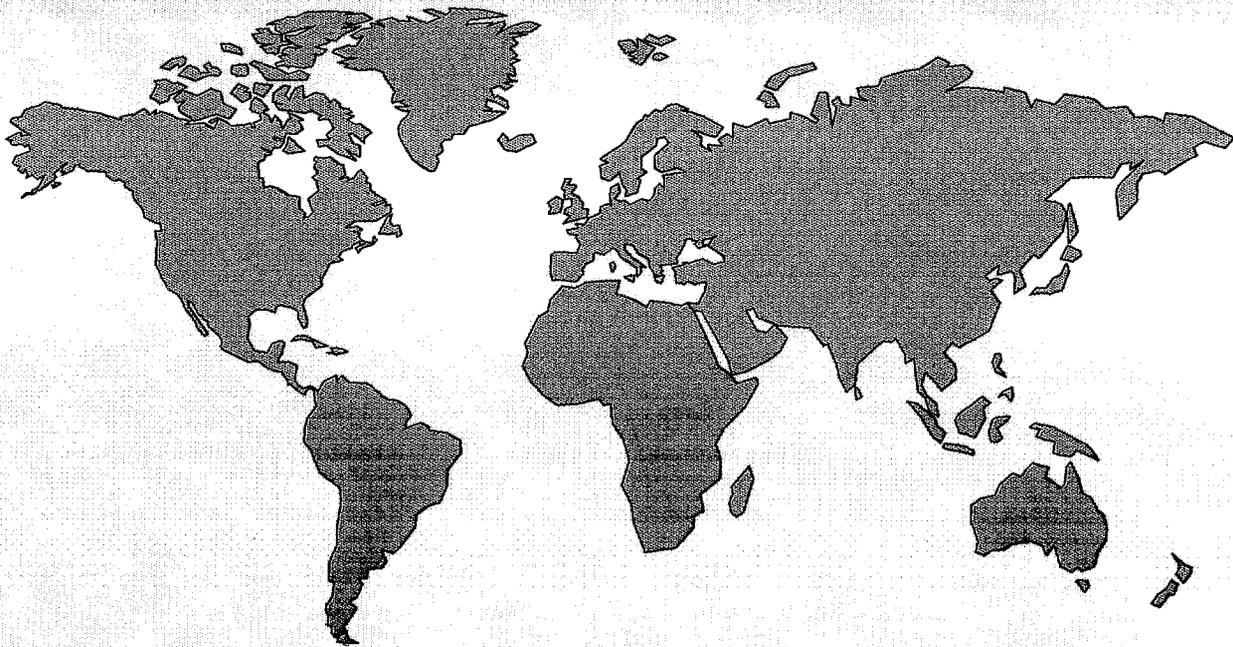


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# Energy Training Program Leadership Development Program

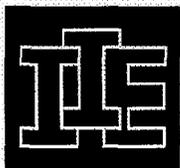
**Final Report**



Contract No. PCE-5734-Q-00-2063-00

Prepared for:

USAID/Cairo



Institute of International Education



# Leadership Development Program

A Cooperative undertaking of USAID and the Egyptian Ministry of Electricity and Energy

## Progress Report No. 7 (Third Quarter 1997) and LDP Final Report

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This Final Report has been prepared in accordance with the requirements of Contract No. PCE-5734-Q-2063-00, Article IV, Paragraph D, dated January 1, 1996.

## I. Project Description

The Egypt Leadership Development Program (LDP) was a pioneering initiation of the Egyptian Ministry of Electricity and Energy's (MOEE) Leadership Development Center. The Center was established in 1995 with the mission to elevate staff performance throughout the Ministry in pursuit of evolving strategic objectives, and to encourage an organizational culture that recognizes, promotes and rewards personal and professional development.

The LDP combined formal training, internships and applied research in an intensive ten-month curriculum designed to turn outstanding unit managers into industry leaders. Participants were identified through a process of *targeted selection*, and subsequently devoted a preparatory month to strengthening their communication skills and understanding information technology. Following the initial month, participants attended nine two-week leadership courses, These were alternated with week-long institutional internships that challenged participants with an interactive mix of formal and informal training experiences.

The program was designed to develop and sharpen participants' skills and abilities in seven critical areas:

Communication Skills  
Leadership  
Institutional Case Studies  
Information Technology

Institutional Development  
Executive Development  
Evaluation

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## II. Summary of Disbursement by IIE (Host County and USAID)

### IIE Disbursements by Use (\$)

	<u>Planned</u>	<u>Actual</u>
Level of Effort	858,302.00	817,323.40
Travel	43,889.00	37,496.00
Other Direct Costs	375,300.00	217,752.00
Program Activities	<u>1,076,875.00</u>	<u>1,077,872.00</u>
Total	2,354,366.00	2,150,443.40

\* Total does include administrative fees

## III. Project History and Background

### A. Narrative

#### 1. Background

The Leadership Development Program (LDP) supported the Ministry of Electricity and Energy (MOEE) in pursuit of its mission *to be a leader in providing electrical energy to customers according to international standards, to operate on a competitive basis, and to support the welfare of Egypt.*

The program provided support through a mix of technical assistance and training designed to strengthen managerial capabilities--both technical and personal--in the Egyptian electricity sector.

The Institute of International Education (IIE) was awarded the LDP contract in December 1995. Work commenced in the field January 1, 1996 and ended September 24, 1997. The following organizations were approved by USAID to provide technical assistance to the program under subcontract with IIE.

American University in Cairo  
Black & Veatch  
Resource Management International  
Spectrum Energy Services Corporation

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## 2. Expected Results

The project addressed USAID/Egypt's **Strategic Objective Number 1:**

**Accelerated private sector led, export-oriented, economic growth.**

The program targeted activities to accomplish the following within MOEE:

1. Improved operations through enhanced leadership and management skills;
2. Adopted concepts and procedures for senior-level management selection, development, and succession planning;
3. Upgraded capabilities of human resources and training staff to meet the requirements of the electricity sector; and
4. An MOEE organizational culture that recognizes, promotes, and rewards personal and professional development.

## 3. Achievements

### a. Training

The participants in the LDP program are selected from the middle-senior level ranks of the MOEE. All are in the Director to General Manager category.

The 25 members of LDP Class 1 completed their formal training in April. In June 1997, the participants took part in a month-long management internship at Pennsylvania Power and Light, Allentown, Pennsylvania.

The 28 members of LDP Class 2 completed their formal training in August 1997. In September, the participants took part in a month-long management internship at Pennsylvania Power and Light, Allentown, Pennsylvania.

In addition, IIE conducted four workshops for MOEE executives.

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## b. Commodities

Project Office approval was received for the procurement of two language laboratories and a computer laboratory for installation in the Leadership Development Center.

## c. Program Activity Completion

IIE technical assistance to the Leadership Development Program ended September 24<sup>th</sup>. The date coincides with the end of USAID's global Energy Training Program to which LDP was a buy-in.

## 4. Performance Results achieved during the report period are summarized following this section

### a. Training

#### Class 1 - In Country

An executive seminar entitled **Targeted Selection** - the first of a number of executive seminars was conducted in May 1996. The seminar was directly followed by a targeted selection accreditation course entitled "Interviewing for Leadership."

LDP/ Course 2, **Communication Skills**, was conducted in July 1996. The objective of the course was to build capacity in communication skills and recognition of communicating business management and leadership information. The course was designed and delivered by Ms. Manal El-Fanzaly, English Instructor on MOEE's Cairo North Training Center and Mr. Lance Lindabury, IIE Senior Training Facilitator.

LDP/Course 3, **Information Technology**, was also conducted in July. This five-day program was implemented under contract with the Information Technology Institute (IT) and provided an overview of information technology, hands-on computer experience and an introduction to the role of information management in strategic planning.

LDP/Course 4, **Effective Interpersonal Communication and Team Building**, was conducted in August and targeted development of effective interpersonal communication and teamwork. The course was delivered by Mr. Peter Wotring and Dr. Ray Wells of Spectrum Energy Services Corporation.

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LDP/Course 5, **Work Force Productivity; Root Cause Analysis and Process Analysis**, was conducted August 1996 and targeted application of effective techniques for the management of projects and activities within work groups, performance of effective accident and near-miss investigations and understanding and analysis of businesses from a process prospective. The course was delivered by Messrs. Griffith Dudding and David Walton of Spectrum Energy Services Corporation.

LDP/Course 6, **Effective Management and Performance Assessment**, was conducted in September 1996 and targeted building a leader who understands his/her own leadership potentials and learn to assess performance competencies in others. The course was delivered by Messrs. Joseph Mezlo ad Louis Bernard of Spectrum Energy Services Corporation.

LDP/Course 7, **Leadership and Motivation**, was conducted in October 1996. The objective of the course was to build leaders who understand their own leadership potential and who can motivate and develop leadership skills in others. The course was delivered by Messrs. Joseph Mezlo and Louis Bernard of Spectrum Energy Services

LDP/Course 8, **Economic and Financial Analysis - Risk Management**, was conducted in November 1996. This course enabled participants to calculate depreciation, depletion, and amortization for an investment or purchase using several standard calculation methods. The course was delivered by Messrs. Jack Beamer and Ken Lazer of Spectrum Energy Services Corporation.

LDP/Course 9, **Budgeting and Capital Projects Accounting**, was also conducted in November and targeted understanding of the concepts of business finance, including budgeting and accounting, at a level enabling implementation of these concepts at MOEE. The course was delivered by Mr. David Mardin and Dr. David Kraft of Black and Veatch, subcontractors to IIE.

LDP/Course 10, **Project Operations Management and Contracts & The Art of Negotiations**, was conducted in December 1996 and targeted determining, drafting and administering the proper type of contract for a given project, identifying the primary functions and responsibilities of a project officer, solving problems in negotiation and negotiating agreements that satisfy both parties. The course was delivered by Messrs Gary Richards and Harley Macklin of Black and Veatch.

LDP/Course 11, **Strategic and Business Planning**, was conducted in February, 1997. The objective of the course was to gain theoretical and

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selective practical familiarity with strategic and business planning processes. The course was delivered by Messrs. Joseph Mezlo and John McKissick of Spectrum Energy Services Corporation.

## Class 2 - In-Country

LDP/2 Course 1, **Communication Skills**, was concluded in April, 1997. The six-week program was targeted on building capacity in communicating skills and use of English for business-management and leadership purposes. The course was designed and delivered by Ms. Manal-El-Zanfaly, English Instructor at MOEE's Cairo North Training Center and Mr. Lance Lindabury, IIE Senior Training Facilitator.

LDP/2 Course 2, **Team Building, Personality Assessment and Interpersonal Communication**, was conducted in March 1997. The course targeted effective interpersonal communication and teamwork through enhanced awareness of self and others, involvement in collaborative tasks and practice of presentation skills. The course was delivered by Ms. Clare Novak and Dr. Raymond Wells of Spectrum Energy Services.

LDP/2 Course 3, **Information Technology**, was conducted in March 1997. The five-day program, implemented under contract with the Information Technology Institute, a center of excellence associated with GOE's Cabinet Information and Decision Support Center, provided an overview of information technology and its role in decision making, hands-on computer experience and an introduction to the role of information management in strategic and action planning. The course was delivered by Drs. Nabil Said, Nabil El-Nady, Mohamed Salem and Mr. Reda Badr.

Also in March, class members attended a four-day internship in MOEE's South Upper Egypt Zone.

LDP/2 Course 4, **Effective Management and Performance Assessment** was conducted in May. The course targeted the development of new management skills and sharpening of existing skills, including assessment of the performance of the work group being managed. The course was delivered by Dr. Sam Wald and Mr Joseph Zelechoskiy of Spectrum Energy Services Corporation.

LDP/2 Course 5, **Leadership and Motivation**, was also conducted in May. The objective of the course was to build leaders who understand their own leadership potential and who can motivate and develop leadership skills in others.

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LDP/2 Course 6, **Economic and Financial Analysis -- Risk Management**, was conducted in June 1997. The course targeted understanding financial statements, understanding economic and financial evaluation techniques and their application to project evaluation, evaluating risk by applying sensitivity analysis, and using a financial calculator to perform financial calculation. The course was delivered by Messrs. Larry C. McCabe and Joseph B. McCarthy of Spectrum Energy Services Corporation.

LDP/2 Course 7, **Utility Budgeting and Accounting**, was conducted in July. The course focused on understanding and applying concepts of business finance, including budgeting and capital project decision making, as it relates to the electric power business. The course was delivered by Messrs. Gary Richards and Leroy Feist of Black and Veatch.

LDP/2 Course 8, **Contracts & the Art of Negotiation / Project & Operations Management**, was also conducted in July. The course targets determining, drafting, and administering the proper contract for a given project; solving problems in negotiations; negotiating agreements that satisfy both parties; and identifying the primary functions and responsibilities of project and operations managers. The course was delivered by Messrs. Gary Richards and William Cole of Black & Veatch.

LDP/2 Course 9, **Work Force Productivity**, was conducted in August. The objective of the course is the application of effective techniques for the management of projects and activities within work groups, performance of effective accident or near-miss investigations, and understanding and analysis of business from a process prospective. The course was delivered by Mr. David Walton and Dr. Griffith Dudding of Spectrum Energy Services.

LDP/2 Course 10, **Strategic & Business Planning**, was also conducted in August. The course targets theoretical and selected practical familiarity with strategic and business planning processes. The course was delivered by Messrs. Joseph Mezlo and John McKissick of Spectrum Energy Services.

## U.S. Based Management Internship

In September, 28 LDP participants took part in a month-long management internship hosted by Pennsylvania Power & Light (PP&L) in Allentown, Pennsylvania.<sup>1</sup> PP&L, whose subdivision, and IIE subcontractor, Spectrum

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<sup>1</sup>The group was comprised of the 26 members of Class 2 and two members of Class 1; the latter were unable to attend the June 1997 internship arranged for Class 1 for medical reasons.

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Energy Services Corporation supplied 12 of the 16 instructors for Class 2 training, arranged ten days of full-group site-visits and ten days of small-group special assignments in one or another of 13 functional areas to which interns were assigned in accordance with their background and professional aspirations.

Full-group site-visits included the state public utility commission, the tri-state interconnection control room, Harris Semiconductor Company, steam and hydro generating facilities, and PP&L's Customer Contact Center, Technical Training Center, and System Facility Center.

Special assignments, which provided opportunities for the interns to observe and participate in team-based application of modern management techniques were available in the following functional areas; electrical systems (transmission/substations/distribution), power plant O&M, HRD, technical training nuclear support services, finance, accounting, corporate communications, environment and SIGHT (a re-engineering and continuous improvement project).

## Executive Programs - In-Country

In July, 15 MOEE executives, including seven Authority Chairs and Vice-Chairs and Zone Presidents, attended the *Executive Image*, a workshop targeted on personal and office practices which create effectiveness and generate respect. The workshop was conducted by Mr. Gary Richards of Black & Veatch.

Also in July, 33 executives, including 11 General Inspectors and 19 General Managers, attended two iterations of ***The Art of Negotiation***, a five-day workshop targeted on negotiation disciplines, also conducted by Mr. Richards.

In August, seven General Inspectors and three General Managers attended ***Root Cause Analysis & Workforce Productivity***, a five-day workshop focused on techniques used in event analysis and understanding the critical links in the productivity value chain. The workshop was conducted by Dr. Griffith Dudding of Spectrum Energy Services.

A list of participants in the foregoing workshops accompanies this report (see Annex A).

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The internship ran from September 2 through September 30. The period from September 25 through September 30 was funded and administered by USAID/Egypt's Development Training 2 Project.

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## b. Commodities

During the reporting period, IIE had procured and air freighted to Egypt a computer laboratory and two language laboratories for installation in the Leadership Development Center.<sup>2</sup> The laboratories will be used to upgrade the computer and English language skills of LDP participants.

## c. Program Activity Completions

IIE concluded its technical assistance to the Leadership Development Program September 24, 1997.

During the program's 21-month durations, 52 mid-career MOEE managers underwent LDP's intensive curriculum consisting of 10 formal training courses and a U.S. based management internship. Participants came from all the major MOEE" Authorities, all EEA zones and included 14 women. Participants' names, workplaces and ranks in *leadership dimensions*, *targeted results* (course work), and *targeted selection* (pre-training leadership potential as assessed by executive interviewers) accompany this report (see Annex B). Also, accompanying are the comments of 18 LDP participants asked to assess the LDP experience four months after graduation (see Annex C).

In December 1996, MOEE's First Under Secretary, speaking on behalf of the ministry in a letter to USAID, called the program an "unquestioned success" and stated the Ministry's desire to develop a total of 350 leaders through LDP, to fill an equal number of executive vacancies by the year 2003.

In addition, to the two iterations of the LDP core curriculum, IIE managed five executive workshops over the life of the project, engaging 86 senior MOEE officers on issues ranging from the art of negotiation to root case analysis and executive image.

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<sup>2</sup>The Computer Laboratory consists of a server, 20 personal computers, a black and white printer and a printer / scanner / copier.

Language Laboratory No. 1 consists of a server, 15 personal computers, a black and white printer and a color printer.

Language Laboratory No. 2 consists of 20 personal computers, a color printer, and a printer / scanner / copier.

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## B. Administrative Information

### 1. Contract Data\*

FY 97

1. Level of Effort (last three months)	\$118,973	
2. Cumulative Level of Effort	\$ 848,840	>Personnel and Overhead
3. Unused Level of Effort	\$117,116	

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1. Expenditures (Last three months)	\$ 46,063	
2. Cumulative Expenditures to Date	\$757,272	>Excluding Personnel & Overhead
3. Remaining Unexpended Balance	\$217,226	

\* Figures reflect disbursements for the Third Quarter 1997

### 2. Contract Modification

### 3. Projects Officer's Comments

### 4. Contract Officer's Comments

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## C. Quarterly Results Achieved -- Third Quarter

Note: All related activities were completed as planned and on schedule.

### Class 2

Jun 29-Jul 10	Course 7	<i>Utility Budgeting and Accounting</i>
July 20-31	Course 8	<i>Project and Operations Management Contracts and the Art of Negotiation</i>
Aug 03-14	Course 9	<i>Work Force Productivity</i>
Aug 17-28	Course 10	<i>Strategic Planning</i>
September	Internship	<i>Pennsylvania Power &amp; Light (Host)</i>

### Executive Programs

Jul 12-13	Workshop	<i>The Executive Image</i>
Jul 14-16	Workshop	<i>The Art of Negotiation</i>
Jul 27-31	Workshop	<i>The Art of Negotiation</i>
Aug 03-07	Workshop	<i>Root Cause Analysis &amp; Productivity Improvement</i>

### Commodities

Sep 24	Procurement & Air Freight	Language & Computer Laboratory Equipment
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## IV. Impact

To date, 52 graduates of the LDP program have reentered their original management roles at the Ministry or have moved on to more important positions within the Ministry. While it is too early to directly measure their impact on the Ministry since their completion of the LDP, there are indicators and observations that imply a positive effect. Such as:

The course graduates have not only learned more of what is required and expected of a good manager, they are much more aware of the personal attributes they have to emphasize as well as better equipped to demonstrate good leadership ;

Several of the graduates have already started to employ some of the change instruments they were taught to use during the program;

As a result of completing their case studies, each of the graduates, in varying degrees, has a much better idea of the analysis and actions necessary to identify and implement change management;

As a result of their internships in the U.S., each has observed the effectiveness of the management systems and procedures they were taught in a profit-making organization, as well as first hand observation of leadership best practices;

The Ministry has started to employ a new and extremely effective selection and assignment tool (Targeted Selection) and has experienced its positive effect on introducing change in the Ministry; and

The Ministry's senior executives have bought into the concept of the LDP, are extremely pleased and praiseworthy of its initial results and firmly believe they have made an important first step in addressing the problem of effectively identifying and preparing its future leaders.

## V. Lessons Learned

As a result of lessons learned in previous leadership training efforts, IIE implemented the following activities in its Leadership Program.

- We focused on appropriate identification and selection of

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participants suited for a given course.

- We included a participant identification phase and schedule which allowed a commitment by MOEE and the training manager that the participant would be available for training.
- We introduced a six-week concentrated course in English language and comprehension writing.
- We introduced a two-week course on computer operations to better prepare participants for data processing and operations.

These lessons learned enabled us to make a marked improvement in both selecting and training participants in the LDP. We recommend this tight selection process be used in more USAID training programs where applicable.

## **VI. Project Status**

USAID has arranged for IIE to continue the LDP activity under the Mission's umbrella Development Training II (DT-II) project.

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## Annex A--Participants in Executive Workshops

*The Executive Image* July 12-13, 1997

NAME	TITLE	MOEE Unit
Sayed Bahei El Din	Chairman	NPPA
Abdel Megid Radwan	Vice Chairman	Manpower & Training
Mahmoud Abou Rehab	Vice Chairman	Finance
Fatheyra El Sayed	Vice Chairman	NPPA
Zeinab Shoukry	Vice Chairman	Administration & Finance
Eng. Hamdy El Shafee	President	SUE Zone
Eng. Samir Ezz El Arab	President	Middle Delta Zone
Bassiouni El Baradei	Managing Director	Training
Housni El Khouly	General Inspector	Shoubra PS
Mahmud Gamal	General Inspector	South Cairo, PS
Said Abdel Latif	General Inspector	West Cairo, PS
Attef Gahmy	General Inspector	EEA, Projects
Ahmed Raafat	General Inspector	EEA, Projects
Wasfy Abdel Wahab	Managing Director	NPPA, Studies & Dev.
Selmy Mohamed Sobeih	Managing Director	NPPA, Legal Affairs

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## ***Annex A (Continued)*** ***Participants in Executive Workshops***

### ***The Art of Negotiation July 14-17, 1997***

<b>NAME</b>	<b>TITLE</b>	<b>MOEE Unit</b>
Mansour Ahmed Husssein	General Manager	SUE Zone
Ahmed Zakaria Mohamed	General Manager	SUE Zone
Hassan Oweiss	General Manager	Alexandria Zone
Bakr El Basstawissi	General Manager	Alexandria Zone
Samir Amin El Saadani	General Manager	West Delta Zone
Mostafa Kahla	General Manager	West Delta Zone
Abdalla Mohamed Hamad Meki	General Manager	Cairo Zone
Yehia Hassanein Ibrahim	General Manager	EEA, Projects
Abdel Samih Hussein Soliman	General Manager	EEA, Projects
Mohamed Aaiid Abdel Azziz	General Manager	NUE Zone
Adel Wiliam Botous	General Manager	Nue Zone
Mostafa Abdel Hamid Allam	General Manager	West Delta Zone
Ibrahim El Dessouki	General Manager	NPPA
Hamdi El Sayed	General Manager	NPPA
Sohair Fahmi Ibrahim	General Manager	EEA, Finance
Fawzi Aouad El Gamal	General Manager	EEA, Operation

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## *Annex A (Continued)* *Participants in Executive Workshops*

### *The Art of Negotiation July 27-31*

<b>NAME</b>	<b>TITLE</b>	<b>MOEE Unit</b>
Farouk El Shamy	General Inspector	Alexandria Zone
El Sayed El Azazy	General Inspector	SUE Zone
Maher Moussa	General Inspector	West Delta Zone
Mohamed Ali Hassan	General Inspector	Middle Delta Zone
Mohamed Yossef Sayed	General Inspector	Middle Delta Zone
Ahmed Refaat Moghazy	General Inspector	Cairo Zone
Hussein Osman El Guindy	Chief, Central Admin.	10th of Ramadan PS
Ahmed Ghorab	Director, Chem. Lab.	Middle Delta Zone
Mohamed Sayed	General Inspector	Cairo Zone
Hassan Ibrahim Khatab	General Inspector	NUE Zone
Galal Abdel Hamid	General Inspector	NUE Zone
Hosni Abdel Hak	General Inspector	NUE Zone
Hassan Hassanein	General Inspector	Canal Zone
Mohamed Mahran	Managing Director	EEA, Finance
Mohamed Galabi Affifi	General Manager	Cairo Zone
Ali Abdel Nabi	General Manager	NPPA, Design
Mohamed Rashid	General Manager	NPPA, Bid Evaluation

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## *Annex A (Continued)* *Participants in Executive Workshops*

### *Root Cause Analysis and Workforce Productivity August 3-8, 1997*

NAME	TITLE	MOEE Unit
Samir Mohamed Atta	General Inspector	SUE Zone
Mohamed Mohamed Gohar	General Inspector	West Delta Zone
Bahei El Din Hassan Bahei	General Inspector	West Delta Zone
Hassan Mohamed Ghanam	General Inspector	West Delta Zone
Mohamed Badr Hassan	General Inspector	Middle Delta Zone
Ahmed Mohamed Diab	General Inspector	NUE Zone
Mohamed Samir Kamel	General Manager	EEA< Projects
Amal Abdel Fatah	General Manager	EEA, Projects
Amal Hussein	General Manager	EEA, Projects
Ahmed Rafaat Moghazy	General Inspector	Cairo Zone

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## Annex B

### Class 1: Final Ranks

Class Member	MOEE Unit	Leadership per Instr.	Leadership per Classmates	Targeted Results	Targeted Selection
Tarek Youssef Ali	EEA- Canal Zone - Uyun Musa	1	7	7	7
Murad Barsoum Michael	Leadership Development Center	2	10	12	9
Azza Shahin	EEA - HQ - Research	3	2	4	20
Ebrahim Ali Saleh El-Shehaw	NPPA - HQ- Nuclear Fuel	3	4	2	9
Ezzat Haleem Abadir	EEA - SUE - Training	5	8	3	4
Said Hashim Hamid	EEA - HQ - Budgeting & Finance	6	6	4	5
Ahmed Ibrahim El Kafash	NPPA - El Dabaa - Equipment	7	3	6	9
Mohamed Hamza Badr El Din	EEA - West Delta - Planning	8	14	9	9
Shaaban Khalaf Mohamed	EEA - Cairo - Maintenance	9	9	1	18
Abdel Rahman S. Afffi	MOEE Information Center	10	17	14	21
Enayet Ahmed Mostafa	REA - Civil Works Design	11	1	24	1
Abdel Kader Abdel Hamid	EEA - SUE - Maintenance	12	12	18	5
Fathi Amin Salah El Din	EEA - Cairo - Training (Shoubra el	13	19	21	8
Ebrahim Sayed Al Ahl	EEA - Middle Delta - Network	14	21	23	15
Tharwat Abdel Gawad Youssef	REA - Village Electrification	15	11	20	21
Mohamed Mahmoud Farid	EEA - Cairo -Cairo West	16	22	13	1
Madiha Mohamed Hussein	REA - Chairman's Office - Studies	17	14	16	14
Zeinab Abdel Gawad	EEA - HQ - Financial Research	17	14	8	1
Gamal Ahmed Hassan	EEA - Canal Zone - El Arish	19	20	16	17
Mansour Said Mohamed	EEA - HQ - Projects	20	20	16	17
Mohamed Fathi Al Sayad	EEA - Cairo - Cairo South	21	16	22	19
Mahmoud El Tantawi	HPPEA - Network Studies	22	18	10	21
Hatem Hussein	EEA - HQ -Medical	23	5	14	9
Mahmoud Ali Ahmed	EEA - Canal Zone - Finance	24	24	25	21
Mohamed El Arabi	EEA - Alexandria - Transmission	25	25	19	21

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## Annex B (continued)

### Class 2: Final Ranks

Class Member	MOEE Unit	Leadership per Instr.	Leadership per Classmates	Targeted Results	Targeted Selection
Abdel Darwish Hassan	REA - H.V. Projects Department	1	3	4	5
Elham Mahmoud Ahmed	NREA - Photovoltaic - R&D	2	1	2	1
Omneya Mostafa Kamal Sabry	NREA - Computer Center	3	6	5	22
Mostafa ERI Sayed Abou Salem	EEA - WDZ - Damanhur Power Plant	4	14	1	1
Linda Ibrahim Francis	EEA - HQ - Chairman's Office	4	7	12	5
Nahed Shalaby Abdel Latif	EEA - HQ - Central Laboratory	6	4	3	26
Ahmed Abdel Megid Sawan	EEA - WDZ - Damanhur Power Plant	7	20	9	4
Nahed Mohamed Halawy	EEA - HQ - Transformer Projects	8	8	6	9
Siham Zakareya Gadalla	EEA - HQ - Network Projects	9	2	7	19
Mohamed Magdy Badr El Din	NPPA - HQ - Mechanical Drawing Review	10	5	14	24
Mamoun Abou El Magd Atalla	EEA - WDZ - Damanhur Power Plant	11	11	10	11
Mohamed Abdel Azim Saleh	EEA - WDZ - Mahmoudia Power Plant	12	13	15	24
Abdel Hamid Abbas El Desoki	NPPA - HQ - Reactor Studies	13	16	8	3
Ali Hassam Ibrahim	EEA - Cairo Zone - Cairo West P.P.	13	21	13	11
Nafisa Mohamed Abdel Wahab	REA - Village Electrification Department	15	12	24	19
Abdel Karim Abou Zeid	EEA - SUE - Network Department	16	23	15	22
Fatma A. Abdel Hamid Nada	EEA - HQ - Network Studies	16	10	20	5
Tafida Hassan Mahmoud	EEA - HQ - Financial Department	18	24	23	26
Saad Ahmed Saad El Ghanam	EEA - HQ - Civil Projects	19	9	19	19
Rezk Hussein Mansour	EEA - Canal Zone - El Massayeed P.P	20	15	223	11
Mostafa Abdel Halim Issa	EEA Canal Zone - Financial Department	21	22	25	9
Ahmed Mohamed Ahmed Hal	EEA - HQ - Studies Department	22	17	11	11
Mohamed El Sayed A. El Adly	EEA - Canal Zone - Suez Power Plant	23	10	18	5
Samia Mohamed El Sayed Naga	EEA - Cairo Zone - President's Office	24	27	27	11
Mohamed Hassan Khatar	EEA - HQ - Civil Projects	25	26	17	11
Fathi Mohamed Ibrahim Tahoun	EEA - HQ - Studies Dept/H.V. Testing	28	25	26	11
Ahmed El Hussein El Askalany	EEA - MDZ - Damietta - Financial Department	27	18	21	11

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## Annex C--Graduate Feedback

### Representative Responses from a Survey of 18 Graduates of LDP Class 1

August 1997

#### QUESTION 1: What new or exceptional work has been assigned to you since your return to the work place?

- I have been appointed Director of Planning and Follow-Up.  
*Engineer Mohamed Hamza Badre El Din*
- I have begun delivering training in leadership and management skills.  
*Engineer Ezzat Haleem Abadir*
- I have been appointed Deputy General of Electrical Installations in connection with the Ayoun Mousa Station Project.  
*Engineer Tarek Youssef Ali*
- I have been invited to participate in reorganizing the Planning Unit in the Rural Electrification Authority.  
*Engineer Tharwat Abdel Gawad Youssef*
- I have begun development of a data base for use by the Office of the Technical Executive in the Rural Electrification Authority  
*Engineer Madiha Mohamed Hussein*
- I have become a member of the Committee for Development of the Departments of Control and Accident Prevention at the High Dam Electricity Station in Aswan.  
*Engineer Abdel Kader Abdel Hamid*
- I have been promoted to the rank of Director General for Facilities and Architectural Planning at the Rural Electrification Authority.  
*Engineer Enayet Ahmed Mostafa*
- I have joined the management team for the Electricity Tariff Data Base Project, in addition to providing input to the BOOT Project.  
*Engineer Azza Shahin*

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- I have prepared a leadership development program for executives in my work place.  
*Engineer Fathi Amin Saleh El Din*
- I have been seconded to the leadership Development Center as Program Director and Coordinator.  
*Engineer Murad Barsoum Michael*

**QUESTION 2:**     ***Mention the three most important things you realized through participating in the Leadership Development Program and your month-long management internship at Pennsylvania Power and Light (PP&L)?***

- That the application of modern management concepts is possible, based on our observations at PP&L.
- Conviction in the importance and necessity of change to keep pace with changes in our present and future environment and in my preparedness to lead change.
- The imperative of having vision, a mission and clear objectives.
- The art of managing meetings for better results.
- The importance of delegation in the work place.
- Development of communication skills, good listening, delegation and teamwork.
- Practical, logical thinking in problem solving at the level of root causes.
- How to develop available human resources, to evaluate and improve performance and make the most of employee capabilities.
- Improvement of my leadership skills and ability to plan.
- Broadening the sphere of my knowledge of modern management arts and how to practice them.

**QUESTION 3:**     ***What changes do you discern in the conduct of your work, your personal behavior and interaction with others, as a result of participating in LDP?***

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- Advance planning of any work I undertake, on a daily, weekly, and monthly basis.
- Use of teams as the best method to achieve results when faced with complex tasks.
- Setting staff responsibilities and convincing staff members that success in work redounds to their direct benefit.
- Self-control and objective discussion with others. Acceptance of differing opinions, suggestions, and solutions. Respect for others' opinions and acceptance of constructive criticism.
- Use of presentation skills.
- Encouragement of workers to experiment and make decisions on their own.
- Practice of mutual trust and respect as the key to successful work.
- Use of delegation as a means to develop skills of subordinates.
- I have become more understanding of the personalities of my colleagues and subordinates which has helped to create a greater spirit of harmony and mutual understanding amongst us.
- I have begun implementation of the *Change Management Proposal* I prepared during the program.
- Practicing effective communication skills with others.
- Practicing root cause analysis in problem solving in the work place.

**QUESTION 4:      *What concepts you learned through LDP have you applied in your workplace?***

- Effective communication skills. Team Building. Providing encouragement and incentives. Delegation.
- Creation of a greater sense of belonging and responsibility amongst subordinates by making them aware of the context and consequences of their work and by giving them the opportunity to express their opinions.

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- Good planning and application of the continuous improvement cycle of plan-do-check adjust.
- Effective time management.
- Effective listening.
- Discernment of strong and weak points in subordinates.
- Defining work-related responsibilities.

**Question 5:**        ***What attempts have you made to spread these concepts among others in the work place and what has been the extent of your success?***

- I use the opportunity of a weekly meeting with all employees to practice and emphasize the importance of these concepts.
- I have one-on-one meetings with my subordinates to encourage them and to accustom them to continuous improvement through goal setting, planning and work organization.
- I trained staff in my work place in planning skills.
- I have accustomed staff to participate in decision making and to improve performance through team work.
- I have gradually introduced the principle of delegation along with assignments of greater responsibility.
- I have worked with each staff member to define his or her responsibilities and to develop a performance work plan tied to incentives for success.
- I have explained the concepts to others in order to apply them practically.
- I have begun to form work teams, having convinced many of the importance and efficiency of team-based work.
- I have initiated one-hour, weekly meetings to explain some of these concepts and am studying and analyzing the work style and personality type of those with whom in work.

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**QUESTION 6:**      *What was the result . . . with respect to your superiors?  
Your subordinates? The work? Yourself?*

- Mixed support and opposition from superiors; hesitation from subordinates; trials are still in progress.
- Appreciation from superiors noting changes in the work place; enthusiasm from subordinates and greater openness to advice; with respect to myself, I try to monitor results and feedback in search of further improvement.
- Satisfaction on the part of superiors and pride in increased accomplishments; good relations with all.
- A feeling of real change and of the beginning of preparedness to accept it; greater enthusiasm in the work place and time savings.
- More support is still needed from superiors; subordinates are completely convinced and work is more positive. As for myself, I'm satisfied, happy and determined to continue.
- I have had more success with subordinates than with superiors; with respect to work, it is too early to tell, but initial results are promising. I feel happy when I succeed in applying new ideas and convincing others.
- A good level of interest from superiors; some enthusiasm from subordinates; a positive effect on work; as for myself, I feel increased vision and determination.
- Superiors have sensed the change in me and subordinates are more enthusiastic; their expectation make me feel increased responsibility.
- We need more support and push from superiors.
- I feel more experienced in dealing with superiors and subordinates which is moving work in a positive direction.
- I've encountered some resistance from colleagues at the level of department directors but we're moving towards greater understanding,
- I feel great happiness on achieving progress despite difficulties.

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**QUESTION 7:      *What obstacles have you faced in your attempts to realize change?***

- Difficulty on the part of subordinates in understanding principles except after they have been practiced and show results.
- The differing administrative levels that need skills transfer.
- Doubts on the part of staff with respect to the possibility of success and benefit.
- Inability to provide incentives to motivate workers to take up change.
- Difficulty in convincing superiors and colleagues of the importance of change even though we're a team in the service of our work and not competitors.
- The need for training to raise workers' consciousness with regard to the organization's mission objectives and future challenges.
- Writing scopes of work and defining indicators for performance appraisal.
- Continuing to graduate classes from the Leadership Development Program and enabling them to participate in organizational development.
- Exchange of experience in applying and extending successful interventions.

**QUESTION 8:      *What are your observations or comments on improvement of management training methods in general? Of the LDP curriculum in particular?***

- Use modern communication methods in spreading and developing management training in the field and in management and accounting departments.
- Raise the consciousness of middle management to be business-minded and continually aware of current challenges and the state of the global market.
- Hold an annual meeting among representatives of the workers in the field and the leadership of the Ministry to clarify the organization's objectives and course and current challenges to the organization (along the lines we observed during our stateside internship).



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- Assistance to the computer laboratory (0)
- Department of Organizational Change & Development. (9)

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## ANNEX D--LDP Class 2 Members and Their Titles

*Alphabetically, by Work Site; An Asterisk follows the Names of Female Participants*

### EGYPTIAN ELECTRICITY AUTHORITY

#### *Headquarters*

- |                               |  |
|-------------------------------|--|
| 1. Ahmed Mohamed Ahmed Hal    | Director, Electrical Equipment Research & Testing                          |
| 2. Fathi M. Ibrahim Tahoun    | Director, Research and Testing   |
| 3. Fatma Abdel Hamid Nada*    | Director, Network Research and Studies                                     |
| 4. Linda Ibrahim Francis*     | Director, Follow-Up  |
| 5. Mohamed Hassan Khater      | Director, Civil Division for Net Work                                      |
| 6. Nahed Mohamed Halawy*      | Projects Director, Transformer Stations                                    |
| 7. Nahed Shalaby Abdel Latif* | Director, Follow-up & Technical Information                                |
| 8. Saad Ahmed Saad El Ghanam  | Director, Civil Division for Power Stations Director,<br>Net Work Projects |
| 9. Siham Zakaria Gadalla*     |  |
| 10. Tafida Hassan Mahmoud*    | Director, Economic and Commercial Affairs                                  |

#### *Cairo Zone*

- |                               |   |
|-------------------------------|---|
| 11. Ali Hassan Ibrahim        | Operations Director, Cairo West Power Station |
| 12. Samia Moh. El Sayed Nags* | Director, Follow-Up                           |

#### *Canal Zone*

- |                                 |                                      |
|---------------------------------|--------------------------------------|
| 13. Mohamed El Sayed A. El Adly | Director, Mechanical Affairs         |
| 14. Mostafa Abdel Halim Issa    | Manager, Costs & Stores              |
| 15. Resk Hussein Mansour        | Director, El Massayeed Power Station |

#### *Middle Delta Zone*

- |                                  |                                  |
|----------------------------------|----------------------------------|
| 16. Ahmed El Hussein El Askalani | Director, Damiefta Power Station |
|----------------------------------|----------------------------------|

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## Annex D (continued)

### South Upper Egypt Zone

17. Abdel Hamid Abbas El Desoki Director, Reactor Studies & Development

### West Delta Zone

18. Ahmed Abdel Megid Sawan Sr. Maintenance Engineer, Damanhur Power Station  
19. Mamoun Abou El Magd Atalla Director, Mechanical Maintenance  
20. Mohamed Abdel Azim Saleh Director, Operations, Mahmoudia Power Station  
21. Mostafa El Sayed Abou Salem Director, Operations, Damanhur Power Station

### NEW AND RENEWABLE ENERGY AUTHORITY

22. Elham Mahmoud Ahmed\* Director, Photovoltaic Research & Development  
23. Omneya Mos. Kamal Sabry\* Director, Computer Center Information System

### NUCLEAR POWER PLANTS AUTHORITY

24. Abdel Hamid Abbas El Desoki Director, Reactor Studies & Development  
25. Mohamed Magdy Badr El Din Director, Mechanical & Revision Department

### RURAL ELECTRIFICATION AUTHORITY

26. Adel Darmsh Hassan Director, Technical Affairs, Overhead Transmission Lines  
27. Nafisa Moh. Abdel Wahab\* Director, Executive for Villages Inspection

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## Annex E -- Authors and Titles of Change Management Proposals

*Alphabetically, by Work Site*

### EGYPTIAN ELECTRICITY AUTHORITY (EEA)

#### **Headquarters**

Azza Shahin.	<i>Maximizing Benefit from EEA In-Service Training.</i>
Hatem Hussein, M. El Tantawi & Z. Abdel Gawad.	<i>Staff Performance Appraisal.</i>
Mansour Said Mohamed.	<i>Problems of Delay in Implementation of Steam Power Plants</i>
Said Hashim Hamid.	<i>Foreign Credit Management.</i>
Zainab Abdel Gawad.	See H. Hussein above.

#### **Alexandria Zone**

Mohamed El Arabi.	<i>Management of Electrical Outages.</i>
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#### **Cairo Zone**

Fathi Amin Salah El Din.	<i>Building Skills and Achieving Alignment Through Training.</i>
Mohamed Fathi El Sayad.	<i>Optimizing Available Human Resources.</i>
Mohamed Mahmoud Farid.	<i>Problems and Causes of Declining Performance of Maintenance Divisions.</i>
Shaaban Khalaf Mohamed.	<i>Planning and Restructuring of Available Resources.</i>

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## Annex E (continued)

### Canal Zone

- |                     |  |
|---------------------|--|
| Gamal Ahmed Hassan. | <i>Management of Occupational Health and Safety in Power Stations.</i> |
| Mahmoud Ali Ahmed.  | <i>Reduction of Inventory Pile-Up at Generation Stations.</i>          |
| Tarek Youssef Ali.  | <i>Impact and Management of Disguised Unemployment.</i>                |

### Middle Delta Zone

- |                       |   |
|-----------------------|---|
| Ibrahim Sayid El Ahl. | <i>Causes of Declining Worker Productivity.</i> |
|-----------------------|---|

### North Upper Egypt Zone

- |                        |   |
|------------------------|---|
| Murad Barsoum Michael. | <i>Re-Engineering the Work Place through Human Resources.</i> |
|------------------------|---|

### South Upper Egypt Zone

- |                          |   |
|--------------------------|---|
| Abdel Kader Abdel Hamid. | <i>Improvement of Maintenance Performance through Use of Work Teams and Horizontal Communication.</i> |
| Ezzat Haleem Abadir.     | <i>The Role of Training in Improvement of Performance Ratings and Increasing Productivity.</i>        |
| _____                    | <i>Solving the Staff Housing Problem in Electricity Colonies.</i>                                     |

### West Delta Zone

- |                       |   |
|-----------------------|---|
| M. Hamza Badr El Din. | <i>Maximizing Performance of Available Human Resources.</i> |
|-----------------------|---|

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## HYDRO POWER PLANT EXECUTIVE AUTHORITY

Mahmoud El Tantawi

See H. Hussein above.

## NUCLEAR POWER PLANTS AUTHORITY

Ahmed El Kafash.

*Raising the Performance Level of Project  
Management.*

Ibrahim El ShahavA.

*Retention of Qualified Manpower*