

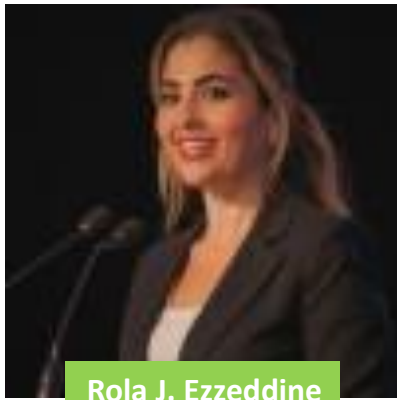
LEARNFEST'26 — OPENING SESSION

The Emotionally Intelligent HR Leader

Let's lead the way in this learning journey together, empowering the leaders shaping our future-ready UAE workforce.

- ▶ Presented by Subject Matter Expert:
Rola Jaber Ezzeddine





Rola J. Ezzeddine

World HR Board's Fellowship in Strategic L&D and Organizational Development | Certified Emotional Intelligence Specialist (CEIS) | World HR Board's Licentiate in Training & Development (LTD) | Certified Master Trainer & Facilitator (CMTF) | Certified Instructional Designer (CID) | Certified Learning & Development Manager (CLDM) | Certified Innovation Strategist (CInS) | Certified Occupational Assessor & Tester | Microsoft Certified Master Trainer of Trainers | Design Thinking with Lean Six Sigma | GenAI Mastermind

Rola Jaber Ezzeddine

Senior Learning & Development & Workforce Transformation Consultant | Leadership, Innovation & GenAI-Enabled Capability Specialist

Professional Profile

UAE-born Learning & Development professional with 26+ years of corporate and consulting experience, including 19+ years specializing in leadership, innovation, and national capability-building programs. Recognized for architecting and governing large-scale GenAI-enabled learning ecosystems aligned with national visions and enterprise strategies.

Career Scope & Value Proposition

- Leadership, Innovation & Change Capability & Workforce Development
- Senior Learning & Development Advisory & Delivery
- National & Graduate Program Design and Management
- Curriculum & Assessment Instructional Design (End-to-End)
- Stakeholder & Governance Engagement (Public & Private | Client & Agency-side)
- Faculty, Coach & Assessor Governance
- Digital Transformation & Artificial Intelligence Learning & Contingency Planning
- Regional (GCC) & Global Exposure & Benchmarking

Professional Experience Summary

- Led large-scale national and sector-wide capability initiatives across government, sovereign, and enterprise environments.
- Designed and delivered multi-cohort graduate, leadership, technician, and frontline programs aligned with national visions and organizational strategies.
- Acted as primary liaison between governance entities, clients, academies, trainers, coaches, assessors, and participants.
- Developed competency frameworks, behavioral assessments, capstone projects, and evaluation models.
- Introduced Industrial Weeks, international expert sessions, and cross-sector learning events to broaden global exposure.
- Designed and executed full contingency plans (during COVID) to transition programs to online delivery, including upskilling and reskilling staff, trainers, coaches, and participants, while maintaining learner engagement and outcomes.
- Led and delivered keynote and motivational engagements on leadership, innovation, women's empowerment, change and mindset transformation, and future careers across regional conferences, forums, and national platforms.

Key Stakeholders & Sectors

➤ Education, Academia & National Capability Programs

Higher Colleges of Technology (HCT) | Abu Dhabi Knowledge Group | Khawarizmi Academy | Abu Dhabi Global Markets Academy (ADGMA – NAFIS Program), University of United Arab Emirates (UAEU) | University of Sharjah | TAEEN | Qatar Museum Foundation (FIFA-related programs) | Qatar Foundation | Several Schools in GCC (CSR L&D Programs, Motivational Speaker, & Books-to-Notebooks Programs)

➤ Government, Strategic & Sovereign Entities

UAE Ministry of Education (MOE) | Ministry of Foreign Affairs & International Cooperation (MOFAIC) | Ministry of Presidential Affairs | Za'abeel Office | National Emergency Crisis & Disaster Management Authority (NCEMA) | Supreme Council of National Security (SCNS) | Federal Authority for Nuclear Regulation (FANR) | Emirates Centre for Strategic Studies & Research (ECSSR) | National Archives (NA) | Dubai Municipality | Ministry of Finance (MoF) | Ministry of Energy & Infrastructure (MOEI) | Insurance Authority | Telecommunications and Digital Government Regulatory Authority (TDRA) | Department of Municipalities and Transport (DMT) | Department of Culture & Tourism (DCT) | Ministry of Labour | Ministry of Tourism (Qatar) | Ministry of Justice (Kuwait) | Ministry of Higher Education (Oman, Bahrain, Kuwait, & Qatar)

➤ Security, Aviation & Federal Stakeholders

Abu Dhabi GAL | Remaya – EDGE | Dubai Police | Dubai Customs | Dubai Immigration | G4S | Dubai Airports | Sharjah Airports | Emirates Airlines | Air Arabia Airlines | Air France Airlines

➤ Energy, Infrastructure, Construction, & Industrial Sector

UAE's TAQA | ADNOC | NMDC Group | NMDC Energy | Mubadala MDC | DEWA | SEWA | ASPCL | RTA | Dubai Holdings | HAYA, OQ, & PDO (Oman) | ARAMCO (KSA)

➤ Financial, Fintech & Banking Services

DIFC | ENBD | Emirates Islamic Bank | FAB | NBF | Mashreq | HBAZ | RAK | HSBC | Sharjah Islamic Bank | Abu Dhabi Global Market (ecosystem programs)

➤ Global Technology, ITC & Enterprise

Microsoft (GCC) | Google (UAE) | Etisalat | Du | Omantel

➤ Retail, FMCG, E-commerce, Hospitality, Healthcare, Pharmaceutical & Insurance

Chalhoub Group (Corporate & Commercial Brands) | Sephora | Naos | Bioderma | Institut Esthederm | Pepsico | Quaker | Evian | Davidoff | Café Maatouk | Nay Restaurant & Lounge | SeaWorld Abu Dhabi | Al Maya Island & Resort | Abu Dhabi Equestrian Club | Shangri-La Hotels | Brands for Less | Aster DM Healthcare | Insurance Companies (Orient, Sukoon, Allianz, Metlife, Daman, Salama, Watania, Takaful, & Wasel) | Dubai Media City (Events' Activations & PR)

Why This Conversation Matters

Today's HR leaders are **not only managing policies**.
They are **shaping** the entire **organization**.

Workplace Culture

Leadership Behaviors

Employee Wellbeing

Organizational Trust

The way HR leaders lead **emotionally** influences the entire organization.



HR Leadership & UAE's Vision 2030

The UAE continues to prioritize social impact, sustainability, and technological advancement. Healthy workplaces contribute directly to these national priorities.



Economic Diversification

Promoting sectors like finance, tourism, and manufacturing. The AI market is projected to grow significantly, aiming to make the UAE a global hub.



Sustainability & Environment

The UAE's Green Agenda - 2030 focuses on clean energy, reduced carbon emissions, and sustainable resource management.



Social & Human Development

Enhancing the quality of life, improving education, and promoting gender equality.



Infrastructure & Governance

Building world-class infrastructure and fostering a competitive, investment-friendly regulatory environment.



The Iceberg of HR Leaders

Above the Surface (Visible Leadership Indicators)

- Performance
- Deadlines
- Productivity
- Behavior
- Attendance
- Compliance

These are the elements leaders usually react to first.

Below the Surface (Human Factors Behind Performance)

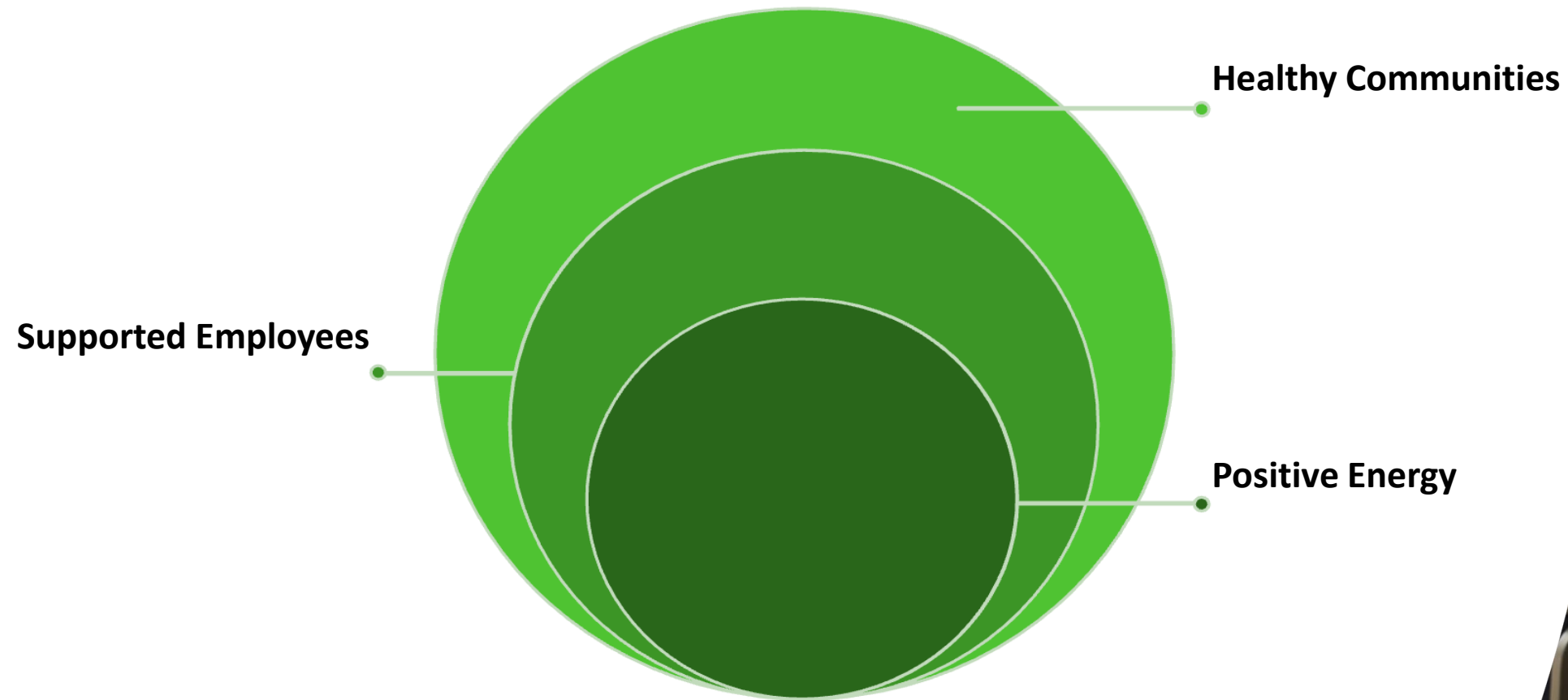
- Stress and pressure
- Family responsibilities
- Personal challenges
- Motivation levels
- Confidence and self-belief
- Emotional wellbeing

Emotionally intelligent leaders look beyond visible performance and seek to understand the human experience beneath it.

Great HR leaders do not only manage performance. They understand the people behind the performance.



The Human Side of Work



HR Leadership Styles

Effective HR leaders **adapt** their leadership style **depending on the situation**. Each style serves a purpose in different contexts.



Directive

Guidance & Structure...

HR policies and procedures, compliance requirements, labor law regulations, workplace issues, organizational restructuring, clear direction and timelines.



Coaching

Developing Capability...

Leadership development programs, Talent development mentoring programs, career conversations, and supporting employees during performance improving constructive discussions.



Participative

Building Ownership & Alignment...

Employee engagement initiatives, focus groups for culture transformation, feedback for new HR policies or workplace programs, performance management framework design.



Transformational

Inspiring Change & Strategic Vision...

Organizational culture transformation initiatives, digital transformation or HR innovation programs, aligning employees with organizational vision and values, leading large-scale change management initiatives.



Leadership Behaviors That Quietly Damage Workplace Culture

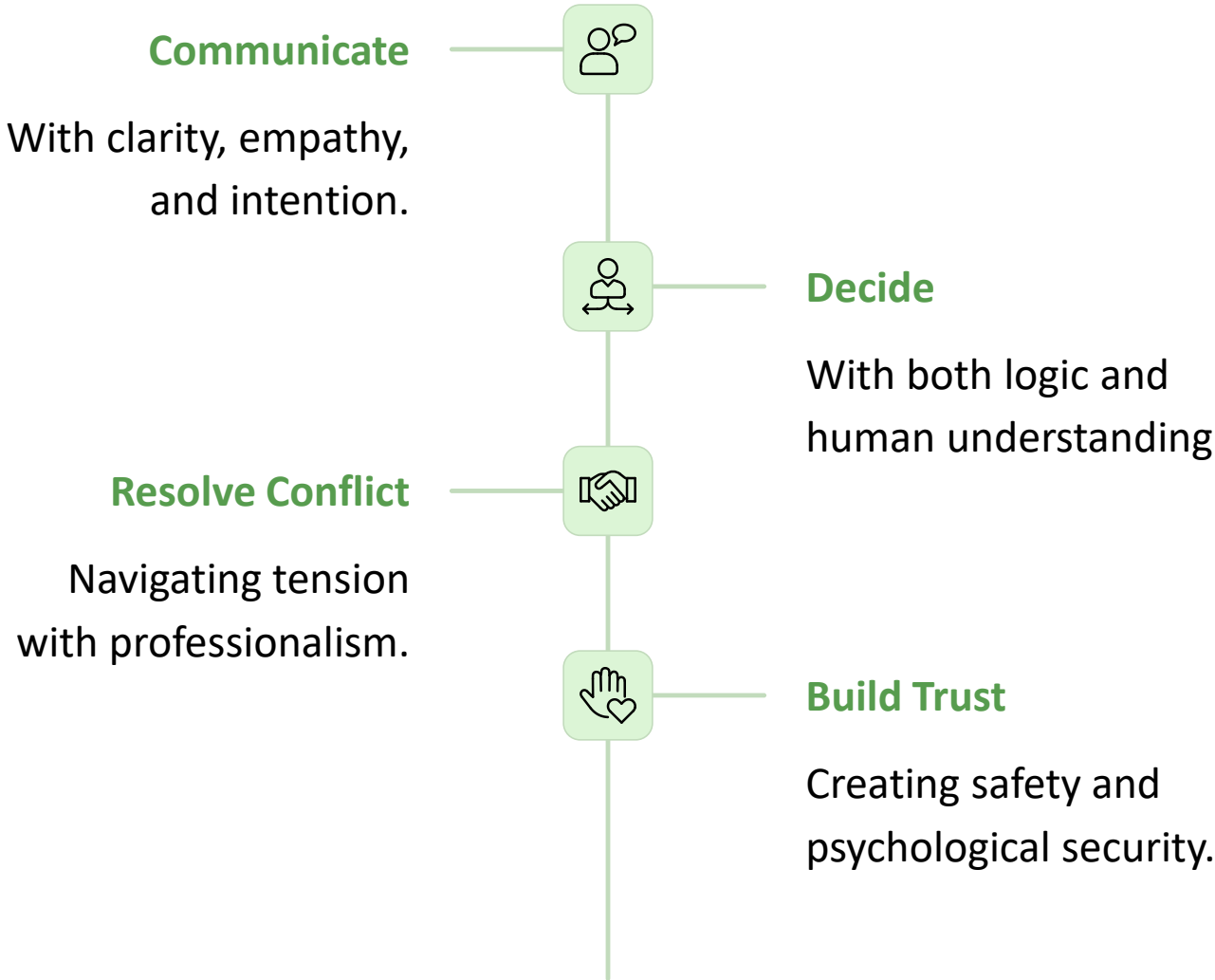
Even strong organizations can struggle when certain leadership behaviors appear — often unintentionally, especially under pressure. Over time, they reduce trust, engagement, and psychological safety.

Micromanaging	Taking Credit	Avoiding Accountability
Blaming Others	Favoritism	Overpromising
Perfectionism	Emotional Reactivity	

Which of these behaviors do you believe damages team morale the most? Type the most dominant from the list in the chat.

Emotional Intelligence (EI)

Emotional intelligence is the ability to **recognize and manage emotions** in ourselves and others. For HR leaders, it is essential.



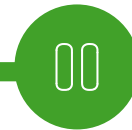
The Five EI Competencies

These competencies influence how leaders respond under pressure and how employees experience leadership.



Self-Awareness

Understanding your own emotions and triggers.



Self-Regulation

Managing your responses thoughtfully.



Empathy

Feeling and understanding others' perspectives.



Social Awareness

Reading the room and organizational dynamics.



Motivation

Leading with purpose and inspiring others.

The Five Leadership Voices for HR Leaders

Nurturer

Supportive, relational, promotes work-life and work-work balance, values harmony and team wellbeing.

Connector

Relationship-builder, bridges between leadership, employees, departments, and cross-functional initiatives.

Pioneer

Strategic, drives results through workforce planning and talent strategy, and protects organizational interests.

Guardian

Detail-oriented, compliance with labor law, process/policies/procedures focused, ensures quality and consistency through performance systems.

Visionary

Innovative, challenges the status quo with new possibilities, and builds the workforce of the future, experience initiatives, and digital HR solutions.

Emotional Intelligence in HR Practice

HR leaders face emotionally charged situations every day. Emotional intelligence helps navigate these moments with **professionalism and humanity**.

1

Employee Relations

Sensitive conversations requiring empathy and discretion.

2

Performance Discussions

Balancing accountability with human understanding.

3

Conflict Resolution

Navigating tension between individuals and teams.

4

Organizational Change

Leading people through uncertainty with clarity and care.



Emotional Intelligence in Action

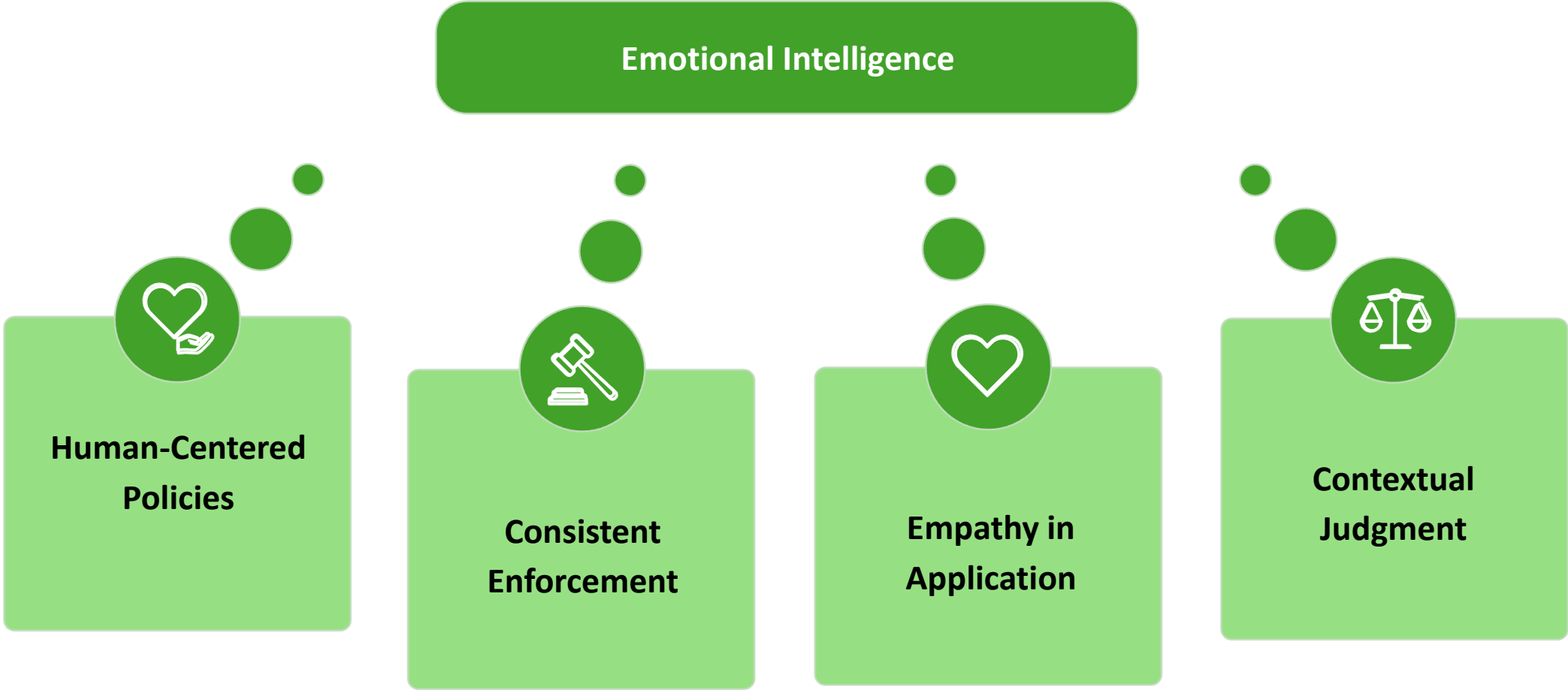
Practical ways leaders demonstrate emotional intelligence every day, behaviors that strengthen trust and create psychologically safe workplaces.

- **Show empathy**
and assume good intent before drawing conclusions.
- **Pause before reacting**
and ask before assuming.
- **Own your mistakes**
say thank you, and lift others up.
- **Keep your promises**
consistency builds lasting trust.



Leadership Insight

Emotional intelligence **does not mean ignoring policies**. It means applying policies with **human understanding**.



Supporting employees during important life and career moments builds **trust, loyalty, and long-term engagement**.

The most effective HR leaders hold both accountability and compassion at the same time.

Final Reflection

Leadership today is **not defined by authority**. It is defined by how leaders create **environments where people succeed**.

Beyond Performance

HR leaders influence how people **experience** work, not just how they perform.

Shaping Culture

They shape cultures where employees can **grow, contribute, and thrive**.

Human Impact

Every emotionally intelligent decision creates a **ripple effect** across the organization.





“Which Emotionally Intelligent behaviour will you consciously strengthen to support the UAE 2026 ‘Family’ strategy in your HR practices?”

**Together we can lead
the way to empower the leaders shaping
our future-ready UAE workforce.**

LEARNFEST'26 — THANK YOU

Feedback form: The Emotionally Intelligent Leader by Rola - SIMFOTIX LearnFest'26



[The Emotionally Intelligent Leader by Rola Jaber Ezzeddine - SIMFOTIX
LearnFest'26 – Fill out form](#)

