



Welcome to the MELA 2011 Leadership Conference Application Form

Yes, we really mean “welcome.” We hope that your work with this form will be an enjoyable experience. We think that most application forms are cold and faceless, as if written by robots. It is no surprise, then, if people complete them in the same cold, impersonal way. We assure you that this form was written by actual human beings who are passionate about leadership and who are eager, in the pages that follow, to think about leadership's complex issues together with you. *We are trying to communicate with you, via this form, as much as you are trying to communicate with us.*

How to approach this form:

We are having a conversation. There are no right or wrong answers, and no one is sitting in judgment over you. The armchairs are comfortable and it is probably late at night. Maybe 2 a.m. is the best time for this kind of philosophical yet personal conversation. It addresses questions that are general and deep (about leaders and societies, individuals and forces, history and heroes) but at the same time intensely personal: *How shall I live my life as a leader?*

If you run out of room in the space provided, feel free to attach an additional document with your answers. Be sure to include your full name and country of origin and indication which question you are answering.

How we approach this form:

It is our goal to make this application form as transparent as possible. That means not just asking questions clearly, but explaining *why* we are asking. At all times we invite you to stand in our shoes. What kind of information is useful to gauge an individual's leadership potential? How should that information be interpreted? What would you want to know about a MELA applicant, if you were us?

Familiarize yourself with MELA's mission, goals and strategy before you start. Our website <http://www.mid-east-academy.com> is there to help you!

Please send completed application forms and any additional attachments to both of the following e-mail addresses: mela2011@mid-east-academy.com. In the subject line of your e-mail, please write: MELA 2011 Application, your first name, your last name, and your country of citizenship. If you have inquiries or require clarifications, please write to MELA Director General at director@mid-east-academy.com.

**DEADLINE FOR APPLICATIONS IS
WEDNESDAY, 15 DECEMBER 2010**

I. PERSONAL DATA

Salutation (MS, MR, DR) First Name

Middle Name Last Name

Preferred form of first name

Current position & title

Name of company

Size of your organization/department

Place of birth Date of birth (DD/MM/YY)

Citizenship Where do you currently live?

Preferred mailing address: Home Company Institution

Country City

Street & number

Postal code

Telephone: Country code Area code Phone number

Fax: Country code Area code Fax number

Preferred email

Alternate email

II. YOUR PATH TO MELA

How did you find out about MELA?

Your answer helps us to improve our distribution channels. It also gives us a hint about what information you already have about MELA, and what may be new about it for you:

Have you applied to MELA before? If yes, thank you for your grit and determination and continued interest in applying again. Be assured that we will be reading this new application in parallel with your old one. We will be excited to see how your thoughts or ideas may have changed in the intervening time:

Yes

No

III. PREVIOUS WORK EXPERIENCE/ POSITIONS HELD

Start with your present post or occupation and work backwards in time. Give dates, please. Add a short description of your duties wherever you think the clarification is necessary or helpful.

Do not just cut and paste your standard CV in this space! (If you want to send us your CV, please send it with this form as a separate attachment.) A CV is the world's perspective on you for mass consumption. But we are offering you here an opportunity to show your career from your own perspective. Our goal is to get a sense of your career trajectory from the standpoint of your personal interests and your ambitions. Maybe you've always focused on one mission, one vision. Maybe you're the type of person who's periodically exploring new horizons. And we understand very well that some jobs are just jobs, like we all have to do sometimes. Help us to see the patterns - to see your career in your way:

IV. EDUCATIONAL BACKGROUND

List degrees obtained, please. We are asking NOT because we think all great leaders must have doctorates. We'll be interested if you ever studied abroad, and of course we'll wonder what you thought about the experience. Tell us also about any grants or scholarships you have been awarded for research or study, at home or abroad. But in general we think it is wrong to judge somebody, either positively or negatively, by the schools they went to. Maybe you'll choose to tell us that the most important part of your education was a mountain-climbing expedition in Tibet. Anyway, successful leaders do not define themselves by their educational accomplishments on paper. The best reason for us to inquire about your formal educational credentials is to help us see how you have excelled beyond them:

V. THE NETWORKING QUESTION: ARE YOU ACTIVE IN ANY VOLUNTEER/ COMMUNITY/ PUBLIC NETWORKING ACTIVITIES?

A key part of the overall MELA program is the regional cooperation network that grows from the annual March workshops. Almost all sustainable networks require the personal, volunteer commitment of their members. This is certainly true about MELA. Consider other programs that you have attended and ask yourself: Did they increase their usefulness by generating robust networks afterwards? And if not, why not?

VI. THE LEADERSHIP QUESTION: HAVE YOU FACED SITUATIONS WHERE YOU FELT THAT YOU GENUINELY EXERCISED LEADERSHIP?

Sharing and reflecting on leadership stories are central to the MELA experience. We ask ourselves: Was being a leader in different situations easy or difficult? Was it actually enjoyable, and what did we learn from it? Few of us ever encounter those supreme moments of decisive leadership celebrated in literature and history (“Leadership moments”). So what are the gradations of leadership from the world-shaking down to the everyday, and what distinguishes “leadership” from simply doing a great job of “management”? We are inviting you to start pondering the kinds of issues or conundrums, from your own thinking and experience, that you might be specially interested in discussing with your Arab peers, colleagues and facilitators at the leadership workshop.

VII. TELL US THREE INTERESTING THINGS ABOUT YOURSELF WE WOULD NEVER HAVE LEARNED FROM AN APPLICATION FORM

That's just a challenge. But also use this space to add any information that you think would help the Selection Committee better evaluate your application. Or communicate anything else that you think it's important for us to know:

VIII. MELA recruits candidates from 13 Arab countries of the Middle East. Please list three regional strengths and three threats to the region and briefly explain how you believe each will shape the region's future.

Optional Question: What does “regional cooperation” mean to you?

(Why should all the questions on an application form be obligatory? Answer this if you are interested.) Applications to leadership courses always ask about your personal growth/ self-vision/ individual ambition. But MELA, as a long-term networking initiative among thirteen Arab Middle East nations, is also about moving from “I” to “we.” It deliberately links leaders from different countries and professions. Do you see value in regional cooperation that you are currently in a position to promote? How could MELA help?

THANK YOU!