



**Executive Summary: Professional Profile  
President & CEO, Golden Trust**

Dr. Lulwa is currently the Owner and President of Golden Trust, a Consultancy firm and a Professional Training Institute. She has a mixture of private and public sectors experiences that set the ground for leading her Consultancy and training business on developing people, developing organizations.

Dr. Lulwa holds a Ph.D. in Education and Human Development, Vanderbilt University, USA and Master Degree in Vocational Education and Bachelor of Science from Northern Arizona University, USA. She is also a Fellow of Chartered Institute of Personnel Development, UK and certified HR practitioner from Michigan Business School, USA and Cranfield University School of Management, UK. She is also a certified practitioner in Occupational Testing & Occupational Personality Questionnaires (Saville & Holdsworth, UK).

In August 2006, Dr. Lulwa was awarded an Honorary Doctorate in Business Administration and Oxford Innovation Award from Oxford Association of Management, UK. On 2007, she was awarded a Professional Excellence Award from Oxford Center for Leadership, UK. and an OXCEL Fellowship from OXFORD Center for Leadership (OXCEL) in 2008.

Dr. Lulwa has a banking experience at one of the leading International Banks; Arab Banking Corporation (B.S.C.) where she progressed to the role of Senior Vice President. Her role involves management at senior level leading Human Resource Management at both an operational and strategic level. Dr. Lulwa started her career life at Ministry of Health and College of Health Sciences assuming several positions (Technician, Instructor, Lecturer, Head of Training Programme, Acting Chairman of a Division, Senior Curriculum Specialist, and Center Head) and roles that contributed towards a very successful and rewarding career. She has teaching experience at University of Bahrain (part-time Assistant Professor) and at Bahrain Institute of Banking and Finance (Part-time Faculty). She has attended intensive professional training programs that have provided her with advanced executive knowledge and skills that enhance her contribution and delivery of business results.

Dr. Lulwa is currently the Deputy Chairman of the Board of Trustees, Bahrain Human Resource Development Fund for Banking & Financial Sector (HRD Fund), Acting President of Bahrain Society of Owners of Private Training Institute, Director of Research & Studies, Bahrain Management Society (Previously President and Vice President of the Society), a life member of Bahrain Society for Training and Human Development, a Board member of Bahrain Small and Medium Enterprises Society (BSMEs) and a Board member of Bahrain Businesswomen Society.

Throughout the years, Dr. Lulwa has been appointed and elected to work on several Boards of Directors and committees such as Supreme Council of Women Economic Committee and Women Empowerment Committee (Vice Chairman), a member of the Training and Human Resource Development Committee of the Bahrain Chamber of Commerce & Industry, the Arabian Society for Human Resource Management (ASHRM) based in ARAMCO, Saudi Arabia, and Bahrain National Charter Society (Meethaq). These roles provided her with the opportunity to represent different entities as a representative, keynote speaker, presenter, and chairperson in several local, regional and international Human Resources, Business and Women Management events.

### **Academic Qualifications:**

- August 1992: Ph.D. Education and Human Development/Administration in Human Services, Vanderbilt University, USA
- December 1984: MA. Community College Education/Vocational Education. Northern Arizona University, USA
- May 1984: Bachelor of Science, Northern Arizona University, USA
- October 1981: Teacher Training Certificate, College of Health Sciences, Bahrain
- August 1978: Associate Degree in Radiographic Technology, College of Health Sciences, Bahrain

### **Professional & Academic Awards:**

- December 2006: OXIM Professional Excellence Award, UK
- August 2006: Honorary Certified Doctorate Award, Oxford Association of Management, United Kingdom
- August 2006: Oxford Innovation Award 2006
- December 1999. Ministry of Education Award for Outstanding Achievement in Higher Studies.
- December 1985. Ministry of Education Award for Outstanding Achievement in Higher Studies.
- August 1984: Cum Laude, Dean List, Northern Arizona University, USA

### **Professional Qualifications:**

- Certification in Advanced Human Resources Executive Program, Michigan Business School, USA
- Certification in Advanced Human Resources: Policies & Practices Program, Cranfield University School of Management, UK
- Diploma on Promoting International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, International Labor Organization, Turin, Italy
- Certification in the Administration and Interpretation of Occupational Testing & Occupational Personality Questionnaires (Saville & Holdsworth, UK)

## **Career History:**

### **Golden Trust Business Consultancy & Golden Trust Training & Consultancy**

**October 2006 – till now**

- Founder & Business Owner. Leading business and provide consultation and professional training

### **Arab Banking Corporation B.S.C. Head Office Bahrain, March 1996 – Sept. 2006**

- Last position held: Senior Vice President, Human Resources & Administration  
Started as a Deputy Training Manager then progressed into several positions such as Training Manager, Asst. Vice President, Vice President, First Vice President & Senior Vice President, Head of Human Resources and Administration

### **College of Health Sciences, 1980 – 1996**

- Started as Instructor and held several positions such as Lecturer, Head of Programme, Head of Educational Development Center & Senior Curriculum Specialist. Also holds positions in the Academic Council and Faculty Council, which are the two highest councils responsible for decision making process on different college's issues.

### **University of Bahrain, 1993 - 1995**

- Part-time Assistant Professor at the College of Business Administration, University of Bahrain. Teaching B.Sc. students at the College of Business Administration courses such as Basic Personnel, Introduction to Business Administration, and Advanced Management System.

### **Bahrain Institute of Banking & Finance, 1993 - 1995**

- Part-time Faculty Member at the Bahrain Institute for Banking and Finance (BIBF) Evening Program. Teaching Supervisory Skills Evening course of the Intermediate Banking Diploma Program

### **Ministry of Health, 1973 – 1980**

- Directly after graduating from High School, worked as Assistant Radiographer, Radiographic Technician before pursue her career in teaching and training.

## **Professional Membership & Volunteer Work:**

- **Chartered Fellow** of Chartered Institute of Personnel and Development (CIPD), UK
- **Director of Research & Development, Board of Directors**, Bahrain Management Society (Ex. President), Kingdom of Bahrain.
- **Board Member**, Director of Cultural Committee, Bahrain Businesswomen Society, Bahrain

- **Member**, Cooperative Committee between Supreme Council for Women and NGOs (representing Bahrain Business Women Society) 2011.
- **Acting President**, Bahrain Society of Owners of Private Training Institute, Kingdom of Bahrain
- **Life Member** of Bahrain Society for Training and Human Development “BSTD”, Kingdom of Bahrain
- **Member** of Arabian Society for Human Resource Management, ASHRM, (Served in the Board of Directors Director of Bahrain Affairs from 1998 – 2003), ARAMCO, Saudi Arabia.
- **Director**, Bahrain Society of Small and Medium Enterprises “SMEs” (Founder and Ex-President). Kingdom of Bahrain
- **Member**, Training and Human Resources Development Committee, Bahrain Chamber of Commerce & Industry (2008 – 2009)
- **Founder, Board Member and member** of National Action Charter Society (Meethaq). First women elected to serve as a Director in the Board of a political Society in the Kingdom of Bahrain
- **Member**, Society of Human Resource Management “SHRM” USA
- **Member**, Saudi Management Association, Saudi Arabia
- **Ex. Affiliate Member**, American Society for Training & Development “ASTD”, USA
- **Ex. Affiliate Member**, American Management Association “AMA”, USA
- **Ex. Member**, Cranfield Management Association “CMA”, UK

### **Official Appointments:**

- **Member of Board of Trustees (Deputy Chairman)**, The Human Resources Fund - Banking and Financial Sector (HRD Fund), Bahrain (to-date)
- **Member, Economic Committee, Member**, Economic Empowerment Committee, Supreme Council for Women, Kingdom of Bahrain. (Appointed by Her Royal Highness Princess Sabeeka bint Ibrahim Al Khalifa, wife of His Royal Majesty King Hamad bin Isa Al Khalifa and Chairwomen of the Supreme Council for Women) (Term completed)
- **Member** of Economic Committee of the Supreme Council for Women (Appointed by Her Royal Highness Princess Sabeeka bint Ibrahim Al Khalifa, wife of His Royal Majesty King Hamad bin Isa Al Khalifa and Chairwomen of the

Supreme Council for Women (Term completed)

- Nominated by ex. Minister of Labor & Social Affairs as a **member** in two national taskforces (1) to study a Master National Plan for Vocational Training and Human Resource Development and (2) to establish a regional research, information and development center for human resource development and training. (Projects completed)

### **Official Delegation:**

- Nominated as one of the **official delegation** representing Kingdom of Bahrain at the following regional and international conferences and Seminars:
  - Women and Economical Development Forum, Kuwait  
منتدى المرأة العربية والاقتصاد (2004) دولة الكويت
  - 88<sup>th</sup> meeting of International Labor Organization “ILO” Geneva
  - IFTDO International Federation for Training and Development Organization Conferences which were held in Cairo, Malaysia, UK and Ireland.

### **Some Presentations in Local, Regional and International Conferences:**

Mutlaq, L. (2010). **The role of leadership in Business Excellence.** Paper presented at Bahrain Management Society International Leadership Conference, 19<sup>th</sup> May 2010

د. لولوة مطلق (2009). **قياس الأداء المؤسسي لمراكز التدريب بمنظمات العمل – تجربة مملكة البحرين**. ورقة عمل قدمت في منتدى التطوير الوظيفي الخليجي قياس الأداء المؤسسي لمراكز التدريب بمنظمات العمل – تجربة دولة البحرين، الكويت 17 – 15 ديسمبر 2009

Mutlaq, L. (2009). **National Talent Development & Management: Is it a Must or a Choice?** Paper presented at the “Managing Local Talent” Conference 5 - 7 October, 2009, Doha, Qatar.

د. لولوة مطلق (2008). **التخطيط الاستراتيجي للموارد البشرية القائمة على الجدارات** ، ورقة عمل قدمت في ملتقى الجودة والتخطيط الاستراتيجي في تنمية الموارد البشرية، 17 - 19 أغسطس 2008، صلالة - عمان

Mutlaq, L. (2008). **Talent Management: Is it a Must or a Choice?** Paper presented at the 3<sup>rd</sup> Annual Human Assets Expansion Middle East Congress, 16<sup>th</sup> – 17<sup>th</sup> November 2008, Dubai

د. لولوة مطلق (2008). **مساهمة كبرى مؤسسات القطاع الخاص وكبار رجال الأعمال في برامج التنمية والتشغيل.** ورقة عمل قدمت في المنتدى العربي حول الدور الجديد للقطاع الخاص في التنمية والتشغيل. منظمة العمل الدولية. الرباط – المملكة المغربية، 21 - 23 أكتوبر 2008

د. لولوة مطلق (2007). **دور معاهد التدريب في اصلاح سوق العمل.** ورقة عمل قدمت في اللقاء العلمي الأول "دور التدريب في تحقيق التنمية المستدامة في مملكة البحرين"، 23 - 24 أكتوبر 2007

د. لولوة مطلق (2007). **معوقات التدريب وحلول تمكين المرأة اقتصاديا.** ورقة عمل قدمت في ملتقى التدريب والتوظيف النسائي الاول. مركز المرأة السعودية الاعلامي 27 يوليو 2007

Mutlaq, L. (2006). **Leadership and Quality Management**. Paper presented at ورقة قدمت في مؤتمر الجودة الثالث لجمعية البحرين للجودة، الطريق إلى المنافسة في ظل العولمة - الفرص والتحديات 12 سبتمبر 2006

Mutlaq, L. (2004). **Managing Rewards: The Way Forward**. Paper presented at the Middle East Human Resource Summit, IIR 26-29 September 2004, Dubai

Mutlaq, L. (2004). **Building Quality through Effective Leadership**. Paper presented at the International Quality Management Conference Exhibition *Bridging the Quality Gap: Customer Focus*, 27 - 29 April 2004, Bahrain

Mutlaq, L. (2004). **High Quality Human Resource Development**. Paper presented at the 1<sup>st</sup> International Bahrain Training Institute conference "Human Resource Development in the Middle East" 27 – 29 April 2004

Mutlaq, L. (2004). **HR Managers: The Way Forward**. Paper presented at the HR Seminar, Ministry of Labour & Social Affairs & Bahrain Management Society 21<sup>st</sup> April 2004, Bahrain

Mutlaq, L. (2002). **Today's Management: Challenges and Success Factors**. Paper presented at the First Management Forum *Saudi Management Association* 21-22 May 2002, Riyadh, Saudi Arabia

Mutlaq, L. (2000). **The Partnership between HR & IT**. Paper presented at the Fifth Annual Conference and Exhibition of the Arabian Society for Human Resource Management, October 2000, Bahrain

Mutlaq, L. (1999). **Managing Change through the Human Resource Dimension**, Top Business Ltd. Conference, May 3-5, 1999, Bahrain

Mutlaq, L.. (1999). **Quality Human Resource Management: A key to Increased Productivity**. Bahrain Training Institute "BTI" Conference, March 1-2, 1999

Mutlaq, L. (1998). **Arab Banking Corporation "ABC" Experience in Recruiting and Developing Nationals**. Institute of International Journal Research (IIR), June 21-25, 1998, Dubai

Mutlaq, L. (1998). **The Role of Training on Developing Women Leaders in the Arab World**. International Conference of Gebril for Training and Consultancy (Getrac Gulf) March 9-11, 1998

### **External Publications:**

*Title* Metcalfe, B. D. and Mutlaq, L. 2011 'A critical appraisal of the feminine in leadership theorising in the Middle East', in Metcalfe, B.D. Mnoumi, F.(eds) Leadership Development in the Middle East, Edward Elgar, forthcoming (likely out July/August)

*Title* Thinking of getting involved in organizing an international conference?  
*Synopsis* A look at some of the concerns issues and benefits of organizing an international conference, from the trainers' and managers' view. I share my experience from being involved in the organization of the Arabian Society of HR Management-4th Annual Conference

*Reference* Training Matters: Promoting Human Potential Development across Asia

*Authors* Lulwa Mutlaq

*Date* Issue #6, Apr - Jun, 1999

*Title* Women and the Challenges of Administrative Work  
*Synopsis* It highlights the challenges facing women managers in the near future and suggests ways to cope successfully with these challenges in order to enhance women role and increase productivity and contribution in society. It also discusses the main skills required for women in managerial positions in the new millennium.  
*Reference* International Journal for Administrative Sciences  
*Authors* Lulwa Mutlaq  
*Date* Issue 3 no. 1, March-May 1998

*Title* Perceptions of College of Health Sciences Environment: Development of Guidelines for Implementing Curriculum Integration in Bahrain  
*Reference* Ph.D. Dissertation-Vanderbilt University, USA  
*Author* Lulwa Mutlaq  
*Date* August 1992

### **Consultation Work:**

- 2009: **Training Needs Identification and Analysis**, Royal Charity Organization, Kingdom of Bahrain
- 2008: **Talent Management & Succession Planning**, Takaful International Co., Kingdom of Bahrain
- 2008: **Human Resource Restructuring Project**, Al Safir Hotel & Tower, Kingdom of Bahrain
- 2008: **Establishment of Employee Assessment Center**, Solidarity Group, Kingdom of Bahrain