

2026  
**Lead  
& Design**  
PROGRAM

**ROUND ONE: OFFLINE APPLICATION WORKSHEET**

## OVERVIEW

There are three rounds for the Lead & Design Program selection:

**Round One:** Application

**Round Two:** Remote Interview

**Round Three:** Group Assessment

This document will help you prepare for Round One only

## Round One Application Contents:

**Written Application Form** where you will be asked a series of questions across different sections.

The purpose of this document is to help you prepare for your application form. Once you complete the worksheet, **please allow for at least 45 minutes to complete the online Application.**

**Applications are due on May 22, 2026 at 11.59 pm.**

# Application Form

This document contains overviews of each section and the short answer questions that will be asked in the application form. While this is a helpful tool to get started, this document **does not** contain every question that you will find in the application. There will be other basic Yes/No questions and Single Select Questions - primarily in the Content/Professional Information sections. We recommend accessing the application to understand its full scope.

The short answer questions are typically where applicants are expected to spend the majority of their time. This Offline Application Worksheet can be used to begin drafting, editing, and refining your responses to the short answers offline.

**Short answer questions will vary between 10-200 words** (depending on the question).

We're not looking for quantity, but rather content / sincerity.

## PERSONAL AND CONTACT DETAILS

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In this section, you will be asked a series of questions about yourself including you will be asked to upload a personal photo.

## PROFESSIONAL INFORMATION

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In this section, you will be asked a series of questions about your role and your organization including uploading your CV, followed by a series of short-answer questions, listed below. Successful answers will help build a picture of how you show up at work beyond your job description; and will share specific activities / situations.

**Tell us about what you do. When do you feel most alive, useful, and engaged at work?**

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**You will be asked a Y/N Question on whether you lead a team. Depending on your answer, you will be asked to answer one of the following questions:**

**What has been a rewarding team experience and why? This can be an aspect, or a situation. It helps to share specific moments.**

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**What has been a rewarding aspect (or situation) of being a leader to your team and why? It helps to share specific moments.**

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## PERSONAL DEVELOPMENT & MOTIVATION

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The Design & Lead Program is equally about personal transformation and leadership development as it is about solution development and creating impact. We're curious to know, what is your motivation for applying to the program? And what do you hope to get out of it?

If this was a typical learning program application, we'd ask you to write an essay. But this Program is about transformation, and you will be asked to push beyond your boundaries - by enhancing your insights, imagination, and reflections. So let's start now.

In this section, we'll be learning about your ambitions by simply one or two word answers. The key to answering these questions is not to overthink it. Usually, the first answer comes to mind is the one you should be writing down.

Please finish the sentences below.

What prompted me to apply to the Design Gov Program is that I want to make a difference by bringing more insert an adjective approaches to public service. *Examples of adjectives: Ambitious, Brave, Creative...*

During the Program, we will be focusing on five key mindsets:

**RESPONSIBILITY:** We drive change by taking responsibility.

**CREATIVE CONFIDENCE:** We build creative confidence by doing.

**EMPATHY:** We choose empathy and start with people.

**COLLABORATION:** We collaborate to create lasting impact.

**EXPERIMENTATION:** We constantly learn and experiment to grow.

In the next two of the questions, you will be asked about which Mindsets excites you the most, and which you'd like to further explore. Please finish the sentences below:

The part of the Program that excites me the most is insert one of the 5 Mindsets, because I believe it will help me become more insert an adjective in my work.

*Example: The part of the Program that excites me the most is Empathy, because I believe it will help me become more insightful in my work.*

I generally struggle with insert a verb ending in -ing, so the Mindset I want to further develop is insert one of the 5 Mindsets.

*Example: I generally struggle with compromising, so the Mindset I want to further develop is Collaboration.*

## PERSONAL MISSION SHORT ANSWER

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The Emirate of Dubai is guided by multiple, ongoing visions and plans that push the city forward toward a sustainable future where residents, citizens and visitors can thrive.

Dubai's growth encompasses everything from ensuring its economy is globally competitive, that it attracts and retains top talent, that it offers a high quality of life, among many other things. And - in true Dubai style - the ambition is not solely to get there but to surpass expectations.

These visions are not set in vain, but rather exist to ultimately improve the lives of the people living in Dubai.

Each entity is working towards these visions and plans within their scopes / realms, including yourself in your day-to-day.

But now we want you to step out of your day to day at work, forget your job title, and think about your personal interests, personal ambitions, personal motivations - and in line with those - think about how you would like to contribute to Dubai's vision. This will ultimately be your mission.

Maybe exploring more economic opportunities for neurodivergent individuals? Rethinking the concept of homework from Dubai schools? Or making Dubai more dog friendly? The options are endless.

**What is a challenge/ a cause/ an aspect that you personally feel strongly about?**

Another way to think about it, is picture this:

*It is the year 2033, and Dubai has been named the best place to live in the world. What change would you like to see that contributes to that?*

*In this section, we will be asking you about your mission, since you will be championing, connecting with, and refining your mission throughout the program.*

## PERSONAL MISSION SHORT ANSWER

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There are no limitations to the mission except that your mission should be something that:

- (1) you are personally motivated and interested in pursuing
- (2) you are able to pioneer within your organization
- (3) is strategically important for your organization
- (4) is something you're not already working on, but are interested to start working on
- (5) is a project that you can build a team around

The short answer questions will help you think about your mission. And don't worry - we realize your own mission might change over the course of the Program - and that's ok! At this stage, we're looking to hear about what you're inspired and driven to work on today:

**Describe the mission (i.e. a problem or challenge) that you want to work on during the Design Gov Program. Tell us what is the focus of the mission, and who is affected by the mission?**  
*(200 words maximum)*

**Why is this mission important to you?**  
*(200 words maximum)*

**What are the root causes of this challenge? (Some guiding questions: Why does it still exist? Is there something that needs to stop or be reconsidered?)**  
*(200 words maximum)*

**How will your mission improve the lives of the people of Dubai? Why is this challenge worth addressing? (What impact will addressing it have?)**  
*(200 words maximum)*

**How is it relevant to your work and organization?**  
*(200 words maximum)*

## COMMITMENT SHORT ANSWER QUESTIONS

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In this section, you will be asked multiple choice questions on your ability to commit to the program, followed by the following short answer question:

**What are you planning to delegate, subtract, give up from your work responsibilities in order to commit to this program? Is your sponsor (direct manager) onboard with this OR are you planning to discuss with them?**  
*(200 words maximum)*

**Now, in 10 words or less, complete the sentences that relate to shaping your Design Gov Journey:**

**During my Design Gov journey, the commitment that I will make towards myself is....**

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**During my Design Gov journey, the commitment that I will make towards the Design Gov community is ....**

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**During my Design Gov journey, the commitment that I will make towards my organization is ....**

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**Beyond my Design Gov journey, a long-term commitment I would you like to make to the citizens and residents of Dubai?**

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