

HR & Organizational Development

Senior HR and organizational development consultant with 20+ years across the Middle East, GCC and Europe. Combines in-house operating experience with extensive consulting for public and private organizations, including assignments with global HR firms. Designed the job architecture of a new government authority, a career framework covering 20 job families for a manufacturing company, and a 16-policy HR governance framework.

EXPERIENCE

20–25 years

AT EXECUTIVE LEVEL

10–15 years

LARGEST TEAM

10–50 people

KEY EXPERTISE

Operations

Operating model design

KPIs & performance management system

People & governance

Organization design & restructuring

Performance management & reward

Talent acquisition & employer brand

Succession & leadership bench

Culture, engagement & change management

HR operating model, systems & compliance

Leadership

Build the function from zero

AI in the function's workflow

SELECTED MISSIONS

Senior HR & Organizational Development Consultant

Professional services · GCC

A GCC-based consulting and professional services firm evolving its organization to support growth and scalability. Redesigned the organization and operating model, defining the executive structure, functional accountabilities and decision rights. Clarified ownership across business development, revenue conversion, partnerships and delivery, and developed role profiles for key positions to strengthen accountability and enable future growth.

The redesign was informed by 3 leadership interviews and defined 6 new business lines, a CXO role inventory and an assessment of roles with potential for AI replacement or augmentation.

Senior HR & Organizational Development Consultant

Business services · GCC

A GCC services organization seeking to strengthen and formalize its HR governance and people practices. Developed a comprehensive Human Capital policy and governance framework covering the employee lifecycle, including performance, career management, learning, compensation and payroll. Produced policies, procedures, handbook content, forms and process maps, strengthening consistency, governance and alignment with the national labor law.

The framework comprises 16 HR policies and procedures covering the full employee lifecycle.

Senior HR & Organizational Development Consultant

Public sector · GCC

A newly established GCC government authority building the organizational and people foundations required to deliver its environmental and climate mandate. Designed the HR architecture, including job families, career levels, role profiles and job descriptions, and a competency framework covering core, managerial and technical capabilities, establishing a structured foundation for workforce organization, career progression and consistent people practices.

The job architecture spans 5 levels.

HAS OPERATED IN

Industries

Banking
Energy & utilities
FMCG & consumer goods
Hospitality, travel & leisure
Manufacturing & industrial
Professional services
Public sector & government
Real estate & construction

Company stages

Corporate / listed
Family business
Public sector / state-owned
SME
Startup

Company size

All sizes

Markets

Europe
GCC
Levant

ENGAGEMENT

Formats

Fractional, Project, Advisory

Pricing

Day rate, Monthly retainer,
Project fee

Works

Remote, on-site, open to travel

Based in

Lebanon

Languages

Arabic, English, French

Senior HR & Organizational Development Consultant

Advanced manufacturing · GCC

A GCC company established to build a sustainable manufacturing and technology hub across advanced industrial sectors. Designed the Career Management Policy and framework, including career pathways, internal mobility principles, movement criteria and governance. Integrated performance, competencies, tenure and critical experience to establish a transparent and consistent approach to career progression, employee development and internal movement.

The framework covers 20 job families and incorporates a talent heat map.

Senior HR & Organization Consultant

Hospitality · GCC

A GCC hospitality organization strengthening its people capabilities to support business growth and sector development. Developed key components of the HR strategy, translating business priorities into people initiatives, and designed the Training Academy end-to-end, including its learning architecture, vocational and managerial pathways and program structure. Integrated stakeholder and operational input to address current capability gaps and future workforce requirements.

The Academy design covers 2 learning streams, vocational and managerial.

EDUCATION

Degree

Master's, Organizational Psychology

Certification

Certified Trainer, Phi Management Group