

CHRO / CPO (People)



HR transformation and change management operator with 25+ years, for corporations, public institutions and NGOs across the GCC, Europe and the Levant. As special advisor to a minister, delivered the reform roadmap a national anti-corruption unit now works from. Led an HR program that reached 85% policy adoption across five NGOs and incubators. Engaged by global consulting firms and multilateral institutions on culture change and succession.

EXPERIENCE	AT EXECUTIVE LEVEL	LARGEST TEAM	LARGEST ANNUAL BUDGET
25+ years	15+ years	Under 10 people	\$1–10M

KEY EXPERTISE

People & governance

- Organization design & restructuring
- Performance management & reward
- Talent acquisition & employer brand
- Succession & leadership bench
- Culture, engagement & change management
- HR operating model, systems & compliance
- Governance, board & localization

Leadership

- Build the function from zero
- Leadership gap cover
- Generational handover
- Turnaround
- Crisis management

SELECTED MISSIONS

Special Advisor to a Minister of State

Public sector · Levant

A national administrative-reform ministry, backed by a UN program, standing up its anti-corruption unit. Appointed special advisor to the minister: assessed institutional readiness through stakeholder interviews across ministries, designed the transformation roadmap for the national governance frameworks, and ran alignment workshops with senior officials on accountability and performance management mechanisms, with change management strategies for the wider public sector modernization program.

Delivered the UN-commissioned 16-day institutional assessment and reform roadmap — covering governance gaps, a proposed capacity framework and a sustainability plan — now the working basis for the anti-corruption unit's implementation phase.

HR Transformation & Culture Consultant, global consulting firm team

Tax & customs authority · GCC

A national tax and customs authority rolling out a new HR transformation plan alongside newly defined corporate values and vision. Supported an organization-wide engagement survey (7,073 responses, 62% response rate) and delivered values-alignment training to align employee behaviors with the new culture.

One unit reached an 85% engagement score.

HAS OPERATED IN

Industries

- Education & ed-tech
- FMCG & consumer goods
- Hospitality, travel & leisure
- Logistics, postal & transport
- Manufacturing & industrial
- Media & entertainment
- NGO, development & multilateral
- Professional services
- Public sector & government
- Real estate & construction
- Retail & e-commerce
- Technology & software
- Telecom

Company stages

- Corporate / listed
- Family business
- NGO / multilateral
- Public sector / state-owned
- SME

Company size

250 to 1,000; over 5,000 people

Company revenue

\$50M to \$250M

Markets

- Asia
- Europe
- GCC
- Levant
- North Africa (Maghreb)

HR Lead Consultant

NGOs & incubators · Levant

An innovation hub's partner-growth program supporting five NGOs and incubators to professionalize HR and governance. Led the Deploy-Design-Deliver methodology: ran HR maturity assessments, built recruitment, onboarding and governance toolkits, and coached 15 heads of department through implementation.

The program reached 85% policy adoption across the five partner organizations.

HR & Organizational Development Consultant, global consulting firm team

Diversified group · GCC

A diversified group operating in over 20 countries, resetting its HR function to match group strategy. Joined the consulting team for the diagnose-design-deploy transformation: ran stakeholder interviews across the business, helped design a 65-question culture and employee-value-proposition survey, and supported the phased rollout plan across business units.

Competency-Based Interview (CBI) Assessor

Central bank · GCC

A central bank building a succession pipeline for its heads of department. Delivered structured competency-based interview (CBI) assessments against the client's leadership framework, each followed by a formal evaluation report submitted to the project's representative to inform succession planning and individual development decisions for senior management.

HR & Organizational Development Consultant

Food & beverage · Levant

A Levant F&B group moving from a single bakery concept to a multi-brand quick-casual restaurant platform. Led the strategic-planning and OD workstream: defined vision, mission and values, built a balanced scorecard cascading objectives to each division, redesigned the organizational structure and job descriptions, and drove the shift from a functions-led to a process-led operating model over three years.

ENGAGEMENT

- Formats
- Fractional, Project, Advisory
- Pricing
- Monthly retainer
- Works
- Remote, on-site, open to travel
- Based in
- Beirut, Lebanon
- Languages
- Arabic, English, French, Italian

EDUCATION

- Degree
- MBA
- Certification
- Logotherapy Applied in Change Management, Associate Level (2024)
- Digital HR Strategies Certificate, AIHR (2023)