Transformation Pillar:
HR Digital Transformation & Operating Model

HR Operating Model Design

Building the Future-Ready HR Function for the Age of AI

COURSE OVERVIEW

Many HR functions still run on operating models designed for a different era: overlapping roles between business partners, centers of expertise, and shared services; unclear service boundaries; and technology layered on top of old processes rather than built into the model. This two-day program equips HR leaders to design an HR operating model that delivers strategic value, efficient service, and a strong employee experience.

Participants assess their current model, define the HR value proposition and service catalogue, and design the roles, structures, and interfaces of business partnering, centers of expertise, shared services, and employee self-service. They then examine how AI and automation are reshaping each part of the model, from AI-assisted service delivery to leaner, more strategic HR teams, and build the governance, capability, and change roadmap needed to move from the current state to the target model.

This program is delivered by world-renowned HR transformation expert, consultant, and author, **Mostafa Azzam**, who has led HR transformation and organizational redesign programs for government and multinational organizations across the region.

COURSE OBJECTIVES

By the end of this program, participants will be able to:

- **Diagnose** the strengths and pain points of their current HR operating model.
- **Define** the HR value proposition, service catalogue, and service levels.
- **Design** the roles and interfaces of HR business partners, centers of expertise, and shared services.
- **Redesign** employee and manager self-service and HR service delivery channels.
- **Assess** how AI and automation reshape HR roles, structures, and capacity.
- **Establish** governance, performance metrics, and HR capability requirements for the new model.
- **Build** a target operating model and transition roadmap for their own organization.

COURSE METHODOLOGY

This program follows our decision-centered learning design, combining:

- **Opening Challenges:** Practical challenges that surface participants' assumptions before frameworks are introduced.
- **Expert-Led Briefings:** Concise, evidence-based input on concepts, frameworks, and emerging practice.
- **Case Studies and Simulations:** Realistic situations with genuine choices, where participants decide, defend, and reconsider.
- **Hands-on Activities:** Applying tools and frameworks, including AI tools, to participants' own work.
- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Produce a target HR operating model and transition roadmap for your own organization.

WHO SHOULD ATTEND

This program is designed for:

- CHROs and HR Directors
- HR Transformation and Strategy Leads
- Heads of HR Operations and Shared Services
- HR Business Partners and Center of Expertise Leads
- OD and Organization Design Professionals

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