



TRAINING PROFILE & CATALOGUE

2026

Human Capital Transformation, AI Strategy,
& HR Capability Development



OUR SERVICES

Four ways to work with TALENT®.

One accountable partner: every program is designed and led by **Mostafa Azzam**, from the first workshop to the final review, with one accountable point of contact throughout.

01 Executive Training

The flagship Applied AI series, signature programs, academy modules by career level, and leadership programs.

Applied AI & Agentic Transformation

Our flagship series of twelve hands-on programs

Signature Programs

34 in-depth programs across six HR domains

Academy Modules

42 modules at Foundation, Professional and Strategic levels

Leadership & Executive Impact

14 programs in three leadership tracks

02 Development

Twelve-month leadership and graduate programs built on the 70-20-10 model, so most learning happens on the job.

12-Month Leadership Development

A 12-month journey from leading self to leading the business

12-Month Graduate Development & Nationalization

From graduate intake to job readiness, with assessment gates and nationalization priorities built in

03 Advisory & Consulting

AI roadmaps and governance, HR operating models, workforce planning, and succession.

AI Strategy & Agentic Transformation

AI roadmaps, governance, and agentic workflows

HR Operating Model & Technology

Operating model design and HR systems strategy

Organizational Transformation

Structure, roles, and change enablement

Talent Management & Succession

Critical roles, readiness, and continuity

Strategic Workforce Planning

Scenarios, capability gaps, and people analytics

Capability Architecture

Competency frameworks, job analysis, and needs analysis

04 Executive Coaching and Keynote Presentation

One-to-one executive and career coaching, plus keynotes, panels, conference chairing, and motivational speaking.

Executive Coaching

One-to-one coaching for senior leaders facing a transition, a transformation, or a decision that matters

Career Coaching & Development

Career pathways and development plans for high-potential talent

Keynotes, Panels & Conference Chairing

On AI, the future of work, and HR transformation

Motivational Speaking

Talks for kick-offs, leadership offsites, graduations, and annual gatherings

Every service follows our Learning & Delivery Strategy (page 3), and every program can be tailored to your organization. To discuss your priorities, contact **training@thehrtalent.com**.

LEARNING & DELIVERY STRATEGY

From Knowledge Transfer to Decision Transformation

Information is no longer scarce. AI can make it instantly available, summarized, and personalized. What remains scarce is judgment: the ability to frame the right problem, weigh incomplete evidence, and accept accountability for the decision. Our programs are designed to strengthen exactly that.

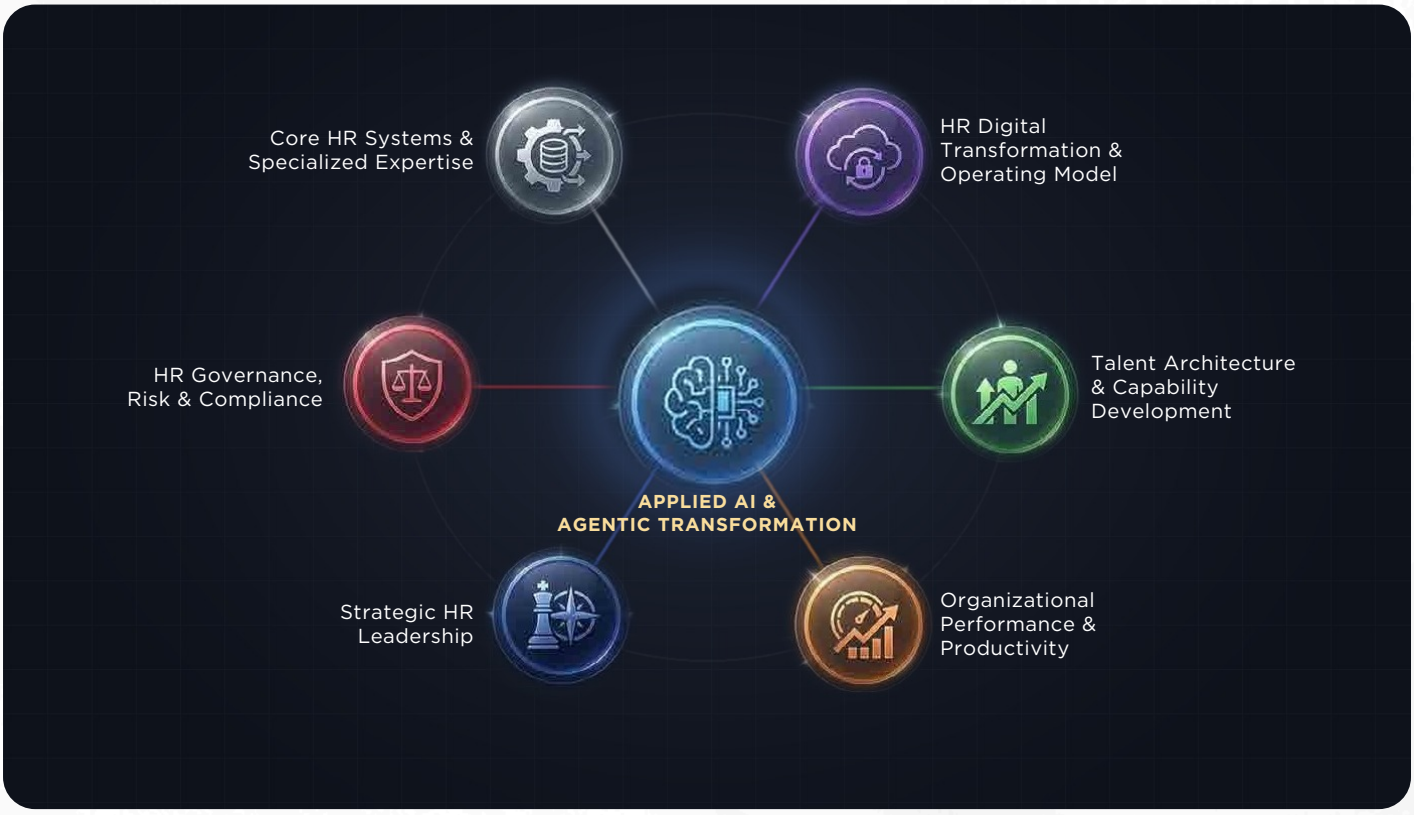
1. **Design around decisions, not content.** We begin by asking which decisions participants must get better at making, and build every session around them.
2. **Start with a problem, not a presentation.** Each program presents challenges that make participants' assumptions about key aspects of their work visible before resolutions or frameworks are introduced.
3. **Build learning systems, not syllabi.** Every exercise moves the thinking forward. The facilitator creates the conditions in which participants think, decide, defend, and reconsider.
4. **Make learning visible.** Participants use frameworks to produce real outputs, such as a critical role map or a workflow design, as evidence that thinking has taken place and understanding has settled in.
5. **Make the problem harder.** Case studies, activities, and simulations present genuine choices where reasonable people disagree, not answers decided in advance.
6. **Put AI and governance inside the decision.** AI is embedded in the decisions it is meant to improve, and accountability is tested at the moment of decision. Algorithms inform decisions; they never make them.
7. **Equip for immediate application.** Every workshop gives delegates ready-to-use tools and templates they can apply in their own workplace the next working day.
8. **Transfer starts before the program begins.** Following the Kirkpatrick model, we plan from Level 4 backward, agreeing the results that matter before designing for the behaviors and learning that produce them.
   - **Before:** we connect with sponsors, line managers, and participants to understand their needs and pain points, and design the material around them.
   - **During:** participants work on their own organizational challenges and leave with an action plan agreed with their line manager.
   - **After:** we follow up at agreed intervals to support application and evaluate impact across all four levels: reaction, learning, behavior, and results.

The workshop is not the product. What participants do differently afterwards is. Because learning that stops in the room has stopped too early.



OUR HR TRANSFORMATION
CAPABILITY ARCHITECTURE

Human Resources is undergoing a fundamental transformation. Artificial intelligence, digital operating models, workforce analytics, and new expectations of leadership and organizational performance are reshaping how organizations attract, develop, and sustain talent. In response, the programs in this portfolio are organized across seven capability domains that define high-performing HR organizations in the age of AI, digital transformation, and workforce reinvention.



Our HR Transformation Capability Architecture: Applied AI & Agentic Transformation sits at the center, because it now runs through the six HR capability domains around it.

How this Portfolio Uses This Architecture

Applied AI & Agentic Transformation is our flagship series of twelve hands-on programs. Every program ends with participants building a working AI workflow with no-code tools.

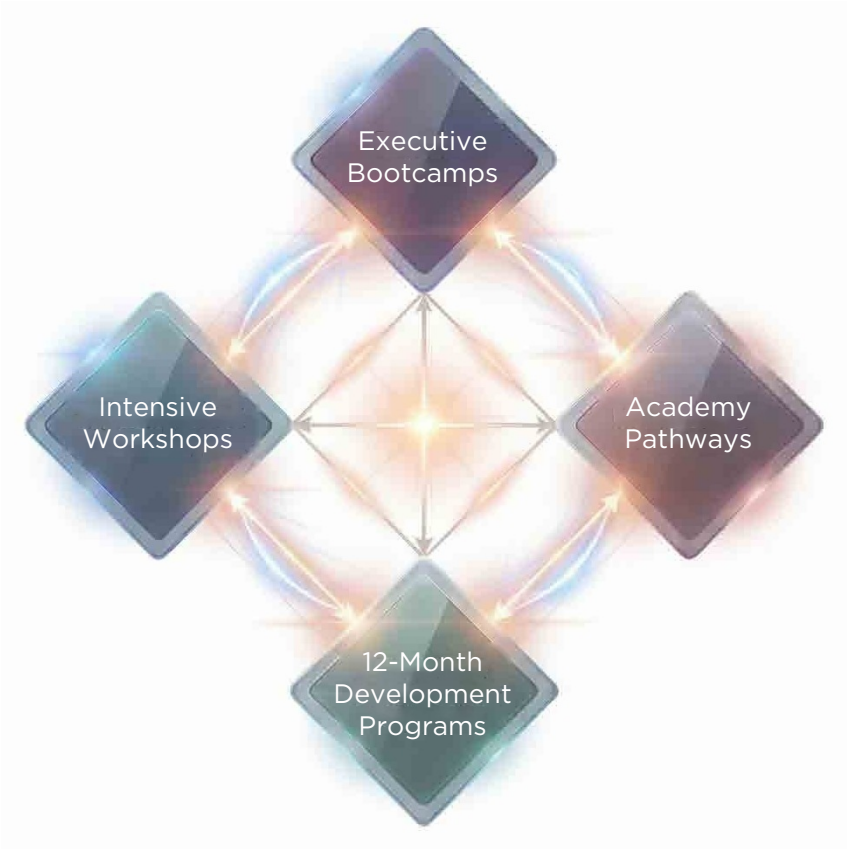
Signature Programs develop the six HR capability domains in depth, helping HR leaders design operating models, build talent architecture, and strengthen governance.

Academy Modules build professional competencies at Foundation, Professional, and Strategic levels, combined into HR academies.

Leadership & Executive Impact programs and our twelve-month **Leadership and Graduate Development** programs develop the leaders and graduates who carry transformation forward.

PROGRAM DEPLOYMENT MODELS

Every program in this portfolio can be deployed in the format and model that fit your strategic priorities, transformation agenda, and capability development needs. All programs are tailored to your organization, with cases and exercises built on your own processes, tools, and data.



Two ways to run any program

In-house

On-site **Live online**

Run for your team only, at your premises or live online, with cases and exercises built on your own processes, tools, and data.

Public

On-site **Live online** **Hybrid**

Selected programs run as open enrollment with our delivery partners across the region: in the room, live online, or a hybrid of both.

MEET YOUR TRAINING ARCHITECT

Mostafa Azzam helps HR leaders design AI-enabled workforce strategies, transform HR operating models, and build organizational capability for the future of work. He is a globally recognized authority on Human Capital Transformation and a leading voice on the intersection of AI, HR, and the Future of Work. With over 30 years of global HR and leadership experience across industries and continents, Mostafa is a master of unlocking the potential of people, technology, and organizations.

He is author of the bestselling book *"AI and the Future of Work: New Strategies for a New Era"* and *"The Algorithmic Leader: Rethinking Leadership, Culture, and Capability in AI-Augmented Organizations."* As an AI Strategist, Future of Work Expert, and trusted advisor to global organizations navigating the age of digital disruption, Mostafa helps HR leaders harness AI and intelligent technologies to elevate workforce performance, reinvent organizational development, and future-proof talent strategies. A prolific writer and global influencer, he is well-known for his work spanning AI's application across HR functions, including L&D, OD, HR transformation, digital HR, strategic workforce planning, people analytics, and AI-driven talent and leadership development.

CEO, Talent Training & Consulting
Award-Winning Author
Motivational Speaker
AI Strategist & Trainer
Global Consultant & Facilitator @ SHRM, HCI, Informa, FC©
Executive Faculty, American University in Cairo (AUC)
Top 50 Global HR Thought Leader
Top 5 Digital HR Influencer in the UAE

Mostafa is a certified SHRM consultant and facilitator, HCI senior faculty, and executive faculty at the American University in Cairo. He is also a motivational speaker, leadership coach, and management transformation consultant.

His thought leadership has shaped HR and organizational development strategies across diverse industries, from banking and energy to FMCG and government. He is a frequent keynote speaker at global forums and a sought-after partner in aligning human capital strategy with the imperatives of AI and data-driven innovation.

Notable Recognitions and Accolades:

Top 5 HR Influencers Shaping the Future of HR in the UAE
Top 50 Global HR Thought Leaders You Must Follow!
Top 60 Global HR Tech Influencers to Follow this Year
Top 100 Global HR Analytics Influencers to Watch this Year
Top 7 Global HR Analytics Experts You Should Follow
Top 100 Most Talented Global L&D Leaders



TESTIMONIALS

"Mostafa Azzam is one of the finest HR professionals I have ever worked with. Applying a strategic and analytical mindset, Mostafa comes with innovative ideas and solutions which reflect an out-of-the-box thinking pattern. He is always ready to assist, guide, facilitate and coach and on many occasions has acted as an effective bridge between middle and senior management. Based on my experience co-facilitating Leadership Development sessions with him, Mostafa is a champion facilitator and a prolific speaker. I can safely say he is one of the finest speakers in the region."

Head of Learning and Development – RasGas, Qatar

"Mostafa has a unique approach to making a wonderful learning experience of modern HR concepts and trends. He is impressive in connecting the theory with the application in an enjoyable and engaging environment, giving real-life examples that talk the language of his clients. His passion and commitment to the People Management profession make the learning experience extendable to the business environment through action planning and follow-ups. I was lucky enough to have this experience with him and highly recommend him as a People Development Strategic Partner."

Organisation & Talent Effectiveness Expert, FCIPD –Islamic Development Bank, SA

"I have been privileged to be conference chair for numerous HR conferences over the past 3 years. During that time, I have introduced some of the most amazing speakers from the MENA Region. Recently, I chaired the Workforce Analytics Forum where the keynote presenter was Mostafa Azzam. Walking back to my chair, I was in for a 45-minute treat! He put on a magnificent display of not only subject matter expertise but stage presence as well. He put on a display for anyone seeking to become a master speaker and knowledge expert. As the Chief HR Advisor for PWA (Ashghal) in Qatar, he is a true thought leader in the HR and OD space. I am thrilled to have had the opportunity to work with him and see him at the top of his game. I look forward to working with him again in the near future."

Managing Director – Strategy Focused Group, MENA

"Learning from Mostafa is an awesome experience. His approach is intellectually challenging and engaging. Moreover, he is an absolutely inspirational person whose achievements and experiences bring out the best in his delegates. As an HR professional, I wish I could be like him."

Head of Learning, Development & Employee Engagement – FPH Corp., Philippines

"I have attended many training courses before. Honestly, this is the first time I have ever attended a course without feeling bored. The way Mostafa delivers the information is amazing!"

Group HR/OD Director – TAMER, Saudi Arabia

"Mostafa is one of the best HR experts in the world!"

Executive Chairman & CEO – Stantec (MWH), USA

"Mostafa is a great HR professional and has taken the PWA (Ashghal) forward greatly in its efforts to upgrade its leadership development. He stands as a great example for others and has a great leadership style. He brings a quality and aplomb to the events he makes happen which has been very visible to everyone here, but especially with respect to the leadership development aspects of his work. His genuine passion to make things happen has brought new vigor to some important areas that have been long held back. Knowledge Management is a great example where Mostafa took the bull by the horns and lifted the organization, under his leadership he coordinated a high-power group of senior management and strategic partners that was able to bring the resources of strategic partners to the benefit of the organisation in its goals to build a center of excellence in knowledge management. More than just his experience and expertise in HR, Mostafa brought to the PWA a real passion, people orientation and strong leadership skills. I personally valued his contributions to organisational strategy and wish him the best and every success in achieving his aspirations."

Head of Corporate Planning & Development – PWA (Ashghal), Qatar

THOUGHT LEADERSHIP



AI and the Future of Work: *New Strategies for a New Era*

Examines how artificial intelligence is reshaping organizations, work, and leadership.

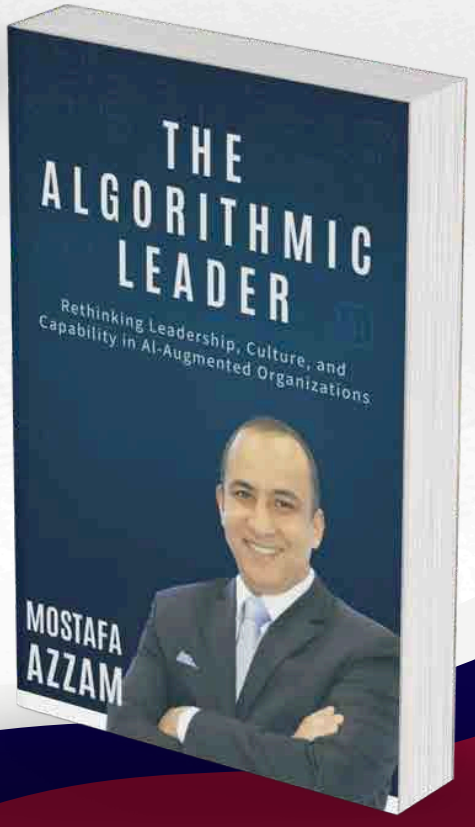
Provides practical frameworks for HR and business leaders to navigate workforce transformation and AI-driven change.

(Available in English & Arabic)

The Algorithmic Leader: *Rethinking Leadership, Culture, and Capability in AI-Augmented Organizations*

Explores how leadership must evolve as AI becomes embedded in decision-making, operations, and organizational culture.

Presents a new leadership model for building human capability and organizational resilience in the age of intelligent systems.



In 2025: 70+ workshops · 20+ keynotes · 1,500+ delegates for government and multinational clients across the GCC and APAC.





























COURSE CATALOGUE



For further information on any of the following courses, contact:

training@thehrtalent.com

HOW TO USE THIS CATALOGUE

This training profile is organized in two parts: an introduction to our approach (pages 2 to 9), followed by the course catalogue. Pages 12, 13, and 14 are your three entry points. Each lists every program in its section with the page where you will find it, so start there to find what you need.

YOUR THREE ENTRY POINTS

PAGE 12

Flagship & Signature Programs

Applied AI & Agentic Transformation, our flagship series of twelve hands-on programs; 34 Signature Programs across six HR domains; and two twelve-month Development programs. Each program has its own page, covering the Course Overview, Course Objectives, Course Methodology, and Who Should Attend.

Applied AI & Agentic Transformation (flagship series)	16 to 27	Strategic HR Leadership	46 to 51
HR Digital Transformation & Operating Model	28 to 30	HR Governance, Risk & Compliance	52 to 56
Talent Architecture & Capability Development	31 to 41	Core HR Systems & Specialized Expertise	57 to 61
Organizational Performance & Productivity	42 to 45	Development (12 months)	62 to 64

Look for: the colored badge at the top of each page. Applied AI pages also carry a Learning Journey panel.

PAGE 13

Academy Modules

42 focused modules at three career levels, presented two to a page. Combine modules into an HR academy pathway that fits your team.

Foundation Level (0 to 2 years): modules 1 to 14	67 to 73
Professional Level (3 to 5 years): modules 15 to 27	75 to 81
Strategic Level (senior managers and above): modules 28 to 42	83 to 90

Look for: the career level first, then the modules that match your team's needs.

PAGE 14

Leadership & Executive Impact Programs

14 practical leadership programs in three tracks, summarized together on one page.

Team Leadership: programs 1 to 5	92
Personal Leadership Effectiveness: programs 6 to 8	92
Strategic Leadership: programs 9 to 14	92

Look for: the track that matches the leadership challenge you want to address.

For further information on any program, contact **training@thehrtalent.com**.

FLAGSHIP & SIGNATURE PROGRAMS

(APPLIED AI, SIGNATURE & DEVELOPMENT)

Applied AI & Agentic Transformation (Our Flagship Series)

1. AI-Driven HR Transformation 16
2. AI-Driven Strategic Workforce Planning & People Analytics 17
3. AI-Driven Talent Acquisition 18
4. AI-Driven Learning & Development 19
5. AI-Driven Talent Management, Succession & Executive Decision-Making 20
6. AI-Driven Employee Experience & Performance 21
7. AI-Driven HR Process Excellence & Operational Efficiency 22
8. AI for Business Innovation: From Traditional Tools to AI-Enabled Workflows 23
9. Agentic AI in Practice: Building No-Code AI Agents 24
10. The Algorithmic Leader 25
11. Responsible AI: Governance, Ethics & Risk 26
12. AI & Digital Literacy 27

SIGNATURE PROGRAMS

HR Digital Transformation and Operating Model

13. Digital HR Transformation 28
14. HR Operating Model Design 29
15. HR Technology Strategy 30

Talent Architecture & Capability Development

16. Designing and Governing Leadership Development Programs 31
17. Designing and Governing Graduate Development Programs 32
18. Learning & Development Management 33
19. Analyzing Training Needs (TNA) and Developing Competency Frameworks 34
20. Strategic Needs Analysis (SNA) for Performance, Training, and Organizational Development 35
21. Train the Trainer 36
22. Advanced Instructional Systems Design (ISD) 37
23. The A-Z of Competency Management 38
24. Mastering the Art of Talent Nurturing 39
25. Career Development and Succession Planning 40
26. The Gamification of Learning and Instruction 41

Organizational Performance & Productivity

27. Performance Management and KPI Implementation 42
28. Demonstrating the ROI of HR and Performance Improvement Programs 43
29. Employee Engagement and Retention 44
30. Workforce Metrics and People Analytics 45

Strategic HR Leadership

31. Strategic Leadership and Data-Driven Decision-Making for Executive Leaders 46
32. HR for Non-HR Managers 47
33. Certificate in Strategic HR Management 48
34. Certified Strategic HR Business Partner 49
35. SHRM-CP / SHRM-SCP Exam Study and Preparation 50
36. Certificate in Strategic Talent Management 51

HR Governance, Risk, and Compliance

37. Certificate in Strategic HR Audit 52
38. Developing HR Policies and Procedures 53
39. HR Data Governance & Protection 54
40. Workplace Diversity, Equity, and Inclusion 55
41. Fostering Diversity of Thought in High-Stakes Industries 56

Core HR Systems & Specialized Expertise

42. Competency-Based Interviewing and Selection 57
43. Compensation and Rewards Management 58
44. Job Analysis, Description, Evaluation, and Grading 59
45. Conducting Workplace Investigations for Digital-First Organizations 60
46. Project Management Essentials for the Non-Technical Project Manager 61

Development (12 Months)

47. 12-Month Leadership Development 63
48. 12-Month Graduate Development & Nationalization 64

ACADEMY MODULES
(FOUNDATION TO STRATEGIC)

Foundation Level (0-2 Years Experience)

1. The Future of Work & HR's Role 67
2. Employee Lifecycle Excellence 67
3. HRIS Mastery & Automation 68
4. HR Tech Stack Navigation 68
5. AI Tools for HR Operations 69
6. Digital Workflow Optimization 69
7. EX Journey Mapping 70
8. Onboarding Excellence & Preboarding 70
9. Engagement Drivers & Pulse Surveys 71
10. Stay Interviews & Retention Strategies 71
11. Stakeholder Management Excellence 72
12. Difficult Conversations & Feedback 72
13. Virtual Team Collaboration 73
14. HR Service Delivery & HRBP Model 73

Professional Level (3-5 Years Experience)

15. Business Acumen for HR Professionals 75
16. Organizational Network Analysis 75
17. Complex ER Issues & Investigations 76
18. Change Management Facilitation 76
19. People Analytics Foundations 77
20. Predictive Turnover Modeling 77
21. Skills-Based Talent Strategies 78
22. Learning Analytics & ROI Measurement 78
23. Recognition & Appreciation Programs 79
24. Performance Conversations & Coaching 79
25. Inclusive Leadership Practices 80
26. Unconscious Bias & Mitigation 80
27. Wellbeing Program Design & Metrics 81

Strategic Level (Senior Managers & Above)

28. Strategic HR Planning & OKRs 83
29. Organization Design for Agility 83
30. Culture Transformation Strategies 84
31. Leading Through Complexity & VUCA 84
32. Strategic Workforce Planning & Scenario Modeling 85
33. Employer Brand & Talent Magnetism 85
34. Succession Planning & Talent Mobility 86
35. Gig Economy & Alternative Workforce 86
36. Compensation Philosophy Design 87
37. HR Risk Management & Audits 87
38. ESG & Corporate Social Responsibility 88
39. HR Technology Roadmap & ROI 88
40. AI in HR: Ethics & Applications 89
41. Advanced People Analytics & Dashboards 89
42. HR Innovation & Design Thinking 90

Team Leadership

1. **Leadership Skills for New Managers** 92
2. **Leading High-Performing Teams** 92
3. **Communication Skills for Leaders** 92
4. **Coaching and Developing Employees** 92
5. **Managing Conflict and Difficult Conversations** 92

Personal Leadership Effectiveness

6. **Time Management and Personal Effectiveness** 92
7. **Emotional Intelligence for Leaders** 92
8. **Negotiation Skills for Leaders** 92

Strategic Leadership

9. **Strategic Thinking for Leaders** 92
10. **Data-Driven Decision-Making and Problem Solving** 92
11. **Leading Organizational Change** 92
12. **Influencing and Persuasion Skills for Leaders** 92
13. **Building Resilient Leaders and Teams** 92
14. **Leading in the Age of AI and Digital Transformation** 92



FLAGSHIP & SIGNATURE PROGRAMS

(PAGES 16 TO 64)



The programs in this section address the most critical transformation challenges facing modern HR organizations. Each program develops capabilities within one or more domains of our HR Transformation Capability Architecture.

Applied AI & Agentic Transformation, our flagship series (pages 16 to 27): twelve hands-on programs, each ending with participants building a working AI workflow.

Signature Programs (pages 28 to 61): 34 in-depth programs across the six HR capability domains.

Development (pages 62 to 64): two twelve-month programs for leadership and graduate pipelines, built on the 70-20-10 model.

Academy Modules and Leadership & Executive Impact programs follow in the next sections.

Transformation Pillar:
Applied AI & Agentic Transformation

AI-Driven HR Transformation

Practical Applications and Workflow Transformation for AI-Enabled HR

COURSE OVERVIEW

This three-day, practice-oriented program equips HR leaders and professionals to design, apply, and operationalize AI across core HR functions, with a strong focus on practical tools, no-code automation, and measurable productivity gains. All learning is grounded in real HR operating environments, including leading HCM, talent acquisition, learning, and performance platforms, so it is immediately applicable.

Participants move beyond understanding AI to designing and testing AI-enabled HR workflows. They learn to define inputs, decision rules, and outputs, apply AI within clearly structured workflows, validate decisions through human checkpoints, and assess outcomes using clear performance indicators. The program also builds AI fluency across HR teams: where AI should be applied, where human judgment remains essential, and how to manage risks such as bias, explainability, and misuse.

The program culminates in a hands-on capstone where participants design and build a working, agentic HR workflow using no-code tools, structured decision logic, approvals, and auditability, and leave with a tangible prototype they can adapt for real use.

This program is delivered by world-renowned AI and Digital Transformation expert and author, **Mostafa Azzam**, who has extensive experience guiding organizations through the complexities of AI adoption and its impact on the workforce.

COURSE OBJECTIVES

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

- **Explain** how generative and agentic AI transform HR service delivery across core HR functions.
- **Apply** structured prompting techniques using leading AI assistants such as ChatGPT, Claude, and Gemini.
- **Map** HR services to the 10-Step API Workflow Model™, defining inputs, decision rules, outputs, and approval points.
- **Translate** HR requirements into structured, AI-supported decision logic for consistent and defensible outcomes.
- **Evaluate** AI outputs using governance checks for bias, explainability, and risk.
- **Track** practical performance indicators, including cycle time, quality, user experience, and trust.
- **Build** an auditable, agentic HR workflow prototype using no-code tools such as Make or Zapier.

COURSE METHODOLOGY

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

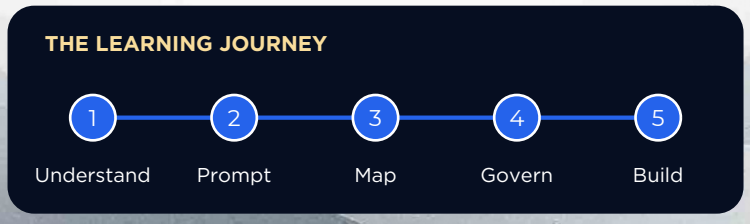
- **Opening Challenges:** Practical challenges that surface participants' assumptions before frameworks are introduced.
- **Expert-Led Briefings:** Concise, evidence-based input on concepts, frameworks, and emerging practice.
- **Case Studies and Simulations:** Realistic situations with genuine choices, 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:** Build a working, agentic HR workflow that runs end to end, from trigger to approved output.

WHO SHOULD ATTEND

This program is designed for key HR roles, including:

- HR Directors and Managers
- HR Business Partners
- Talent Acquisition and L&D Practitioners
- Payroll and Total Rewards Specialists
- Government Relations and HR Operations Professionals
- Performance and Analytics Professionals
- HR Technology and Digital HR Specialists

No coding or software development experience is required. The program is built for HR professionals, not technologists.



Transformation Pillar:
Applied AI & Agentic Transformation

AI-Driven Strategic Workforce Planning & People Analytics

Forecast, Plan, and Decide with Confidence: Workforce Strategy Powered by Data and AI

COURSE OVERVIEW

Workforce decisions are only as good as the evidence behind them. This three-day, highly practical program equips HR and business leaders to plan the workforce their strategy actually needs, using people analytics and AI to turn fragmented HR data into forecasts, scenarios, and decisions leaders can act on.

The first day establishes strategic workforce planning fundamentals: linking workforce plans to business strategy, segmenting critical roles, and analyzing supply and demand. The program then introduces AI and analytics to predict attrition, model skills gaps, test build, buy, borrow, and automate options, and present a compelling workforce story to executives. It also addresses data quality, privacy, and the governance of predictive people analytics.

The program culminates in a hands-on capstone where participants build a working, agentic workforce analytics workflow using no-code tools, one that pulls HR data, runs headcount and attrition scenarios, and produces a monthly workforce briefing for leadership review.

This program is delivered by world-renowned AI and Digital Transformation expert and author, **Mostafa Azzam**, who has extensive experience guiding organizations through the complexities of AI adoption and its impact on workforce strategy and planning.

COURSE OBJECTIVES

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

- **Link** workforce plans directly to business strategy and critical capabilities.
- **Segment** roles by criticality and analyze workforce supply and demand.
- **Apply** AI to forecast attrition, headcount, and future skills needs.
- **Model** workforce scenarios and compare build, buy, borrow, and automate options.
- **Select** the metrics and people analytics that matter most to executives.
- **Communicate** workforce insights through clear, data-driven storytelling.
- **Govern** people data and predictive models responsibly, addressing privacy, bias, and transparency.
- **Build** a no-code, agentic workflow that turns HR data into a recurring workforce briefing.

COURSE METHODOLOGY

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

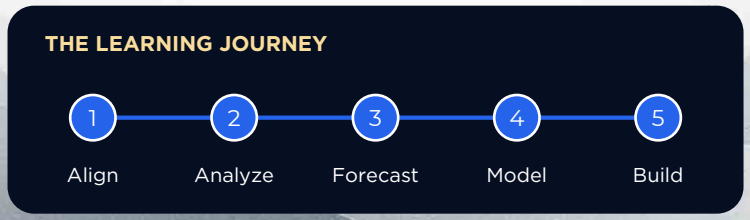
- **Opening Challenges:** Practical challenges that surface participants' assumptions before frameworks are introduced.
- **Expert-Led Briefings:** Concise, evidence-based input on concepts, frameworks, and emerging practice.
- **Case Studies and Simulations:** Realistic situations with genuine choices, 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:** Build an automated workforce briefing workflow, with human review before anything reaches leadership.

WHO SHOULD ATTEND

This program is designed for:

- HR Directors and Workforce Planning Leaders
- People Analytics and HR Reporting Professionals
- HR Business Partners
- Talent Management and OD Professionals
- Finance and Strategy Professionals involved in workforce budgeting
- HR Technology and HRIS Specialists

No advanced statistics or coding experience is required.



Transformation Pillar:
Applied AI & Agentic Transformation

AI-Driven Talent Acquisition

Hire Smarter, Faster, and Fairer: Transform Talent Acquisition with Generative and Agentic AI

COURSE OVERVIEW

Welcome to the new era of talent acquisition! Artificial intelligence is transforming how organizations attract, source, assess, and hire talent. From writing inclusive job descriptions and uncovering hidden candidates to screening at scale and personalizing the candidate experience, AI is redefining what great recruitment looks like. This intensive course, designed for talent acquisition and HR professionals, explores how to apply generative and agentic AI across the hiring lifecycle while keeping decisions fair, transparent, and human-led.

Through interactive sessions, real-world case studies, and hands-on labs, you'll learn to integrate AI into sourcing, screening, interviewing, assessment, and recruitment analytics, and to manage the ethical and legal considerations that come with automated decision-making.

The course culminates in a hands-on capstone where you build a working, agentic hiring workflow using no-code tools, taking a vacancy from job description to sourcing, screening, and a ready-to-use interview kit, with human approval at every decision point.

This workshop is delivered by world-renowned AI and Digital Transformation expert and author, **Mostafa Azzam**, who has extensive experience guiding organizations through the complexities of AI adoption and its impact on talent acquisition.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Understand** how generative and agentic AI are reshaping the talent acquisition lifecycle.
- **Analyze** current hiring processes and identify high-value opportunities for AI.
- **Apply** AI to job analysis, job descriptions, sourcing, and candidate engagement.
- **Design** AI-assisted screening, structured interviews, and assessments that remain fair and job-related.
- **Measure** time to fill, quality of hire, and recruitment ROI using AI-enabled analytics.
- **Govern** AI in hiring responsibly, addressing bias, transparency, data privacy, and regulatory expectations.
- **Build** a working, no-code agentic hiring workflow, from job description to interview kit.

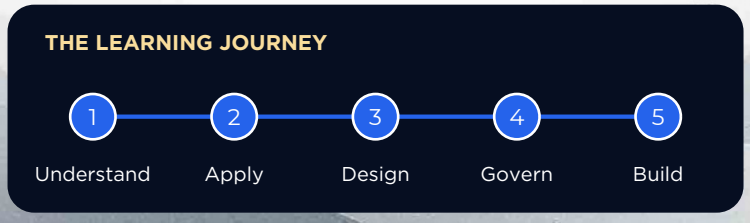
COURSE METHODOLOGY

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:** Build an automated hiring workflow that drafts, sources, screens, and prepares interviews, with human approvals built in.

WHO SHOULD ATTEND

- **Talent acquisition professionals** at all levels, including:
  - Heads of Talent Acquisition and Recruitment Managers
  - Recruiters and Sourcing Specialists
  - Employer Branding and Candidate Experience Specialists
  - Assessment and Selection Specialists
  - Recruitment Operations and HR Technology Professionals
- **HR professionals** and **HR business partners** involved in workforce planning and hiring.
- **Hiring managers** and **business leaders** who make selection decisions.



Transformation Pillar:
Applied AI & Agentic Transformation

AI-Driven Learning & Development

AI-Enabled Learning Systems, Adaptive Learning, and Workflow Transformation for the Future-Ready Enterprise

COURSE OVERVIEW

Artificial intelligence is rapidly transforming how organizations build capability, personalize learning, measure performance, and scale workforce readiness. Yet many L&D functions still rely on models designed for slower, more stable environments. This highly practical four-day program equips L&D professionals with the frameworks, tools, and operational approaches to redesign modern learning systems using AI-enabled workflows and adaptive learning.

Unlike conventional AI-for-L&D workshops that stop at content generation or prompting, this program begins with practical AI use and guided experimentation, then progresses to adaptive learning systems, workflow automation, and scalable learning operations. It is built on two proprietary frameworks, the FLOW-OS Framework™ (design layer) and the 10-Step API Workflow Model™ (execution layer), and shows how AI reshapes the ADDIE model and the Kirkpatrick evaluation framework in practice.

The program culminates in a hands-on capstone where participants design, build, test, and demonstrate a complete, agentic L&D workflow using no-code tools, structured operational logic, and measurable learning impact principles. No coding experience is required.

This program is delivered by world-renowned AI and Digital Transformation expert and author, **Mostafa Azzam**, who has extensive experience guiding organizations through the complexities of AI adoption and its impact on learning and workforce capability.

COURSE OBJECTIVES

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

- **Explain** how AI is transforming Learning & Development.
- **Apply** AI to learning design, delivery, and workforce capability development.
- **Use** the ADDIE model within AI-enabled learning environments.
- **Design** adaptive and personalized learning journeys.
- **Apply** the FLOW-OS™ and 10-Step API Workflow frameworks to L&D workflows.
- **Improve** learning analytics, governance, and execution consistency.
- **Measure** learning impact and ROI using the Kirkpatrick framework.
- **Build** and demonstrate a working, agentic L&D workflow using no-code tools.

COURSE METHODOLOGY

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

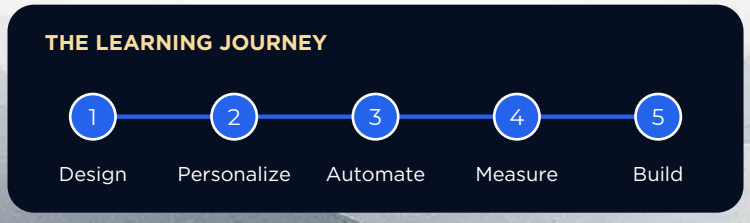
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- **Hands-on Activities:** Applying tools and frameworks, including AI tools, to participants' own work.
- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Build and run an AI-enabled L&D workflow, from real use case to live demonstration.

WHO SHOULD ATTEND

This program is designed for experienced professionals, including:

- L&D Leaders and Managers
- Instructional Designers and Learning Specialists
- Talent and Leadership Development Professionals
- Learning Operations and OD Professionals
- HR Technology and Digital Learning Specialists
- HR and Workforce Transformation Leaders

This is not a foundational L&D course. It is designed for experienced professionals seeking to modernize learning systems, improve operational execution, and integrate AI into enterprise learning environments.



Transformation Pillar:
Applied AI & Agentic Transformation

AI-Driven Talent Management, Succession & Executive Decision-Making

An Executive Program for HR Leadership

COURSE OVERVIEW

This five-day executive program gives senior HR and talent leaders a structured way to make, and defend, the decisions that determine whether critical capability survives: who holds the roles that cannot fail, who succeeds them, and where AI sharpens that judgment or quietly erodes it.

It opens with one challenge, "Where does talent break first?", and then follows the logic of the decisions leaders actually face: from business strategy to the capabilities it requires, from critical roles to talent risk, and from readiness to succession, knowledge continuity, development, retention, and governance. AI is embedded in those decisions, never taught as a separate subject: algorithms inform decisions; they never make them.

Participants work with the Critical Role Radar, an executive simulation built around AI-generated recommendations, and a Decision and Action Log, and leave with ready-to-use toolkits covering critical positions, talent assessment, succession, continuity, development, career architecture, mobility, and retention. The program culminates in a hands-on build of a governed, no-code talent decision workflow.

This program is delivered by world-renowned AI and Digital Transformation expert and author, **Mostafa Azzam**, who has extensive experience guiding organizations through the complexities of AI adoption and its impact on talent, succession, and leadership continuity.

COURSE OBJECTIVES

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

- **Identify** the roles their organization cannot afford to lose, and explain why criticality is not the same as seniority.
- **Distinguish** where AI sharpens succession judgment and where it manufactures false confidence.
- **Define** what a governed, defensible talent decision looks like, on paper and under challenge.
- **Determine** what must stay a named human decision, whatever the model recommends.
- **Apply** the Critical Role Radar, 9-Box Guide, and Decision and Action Log to real talent decisions in their own organization.
- **Build** a governed, agentic workflow that turns talent evidence into accountable succession decisions.

COURSE METHODOLOGY

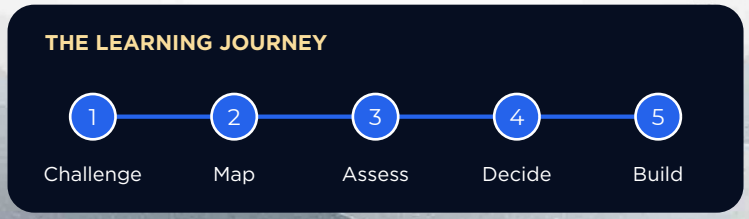
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- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Build a governed, no-code talent decision workflow that routes each critical-role call to a named human decision-maker.

WHO SHOULD ATTEND

This program is designed for:

- CHROs, HR Directors, and Heads of Talent Management
- Succession Planning and Leadership Development Leaders
- HR Business Partners supporting executive teams
- Organizational Development and Workforce Strategy Leaders
- Senior executives accountable for leadership continuity



Transformation Pillar:
Applied AI & Agentic Transformation

AI-Driven Employee Experience & Performance

Listen, Engage, and Perform: Building a Continuously Improving Workplace with AI

COURSE OVERVIEW

Employee experience and performance are two sides of the same coin: people perform best when they feel heard, supported, and fairly assessed. This three-day, practice-oriented program shows HR and people leaders how to use AI to listen continuously, understand what drives engagement, and make performance management more frequent, fair, and useful.

Participants explore AI across the employee lifecycle: onboarding, always-on listening and sentiment analysis, AI-powered HR service and self-service, continuous feedback and coaching, goal setting, and performance reviews. Throughout, the program addresses the human side of AI, including trust, transparency, privacy, and the risk of bias in performance data.

The program culminates in a hands-on capstone where participants build a working, agentic employee listening workflow using no-code tools: pulse feedback is collected and analyzed, themes and risks are flagged, and manager action plans are drafted and tracked, with human review at every step.

This program is delivered by world-renowned AI and Digital Transformation expert and author, **Mostafa Azzam**, who has extensive experience guiding organizations through the complexities of AI adoption and its impact on employee experience and performance.

COURSE OBJECTIVES

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

- **Map** the employee journey and identify the moments that matter most for engagement.
- **Apply** AI to analyze surveys, open comments, and employee sentiment.
- **Design** AI-assisted onboarding, HR service, and employee self-service experiences.
- **Use** AI to support continuous feedback, coaching, and goal setting.
- **Improve** the fairness and quality of performance reviews with AI-assisted evidence.
- **Protect** trust by addressing privacy, transparency, and bias in employee data.
- **Build** a no-code, agentic workflow that turns employee feedback into tracked manager action.

COURSE METHODOLOGY

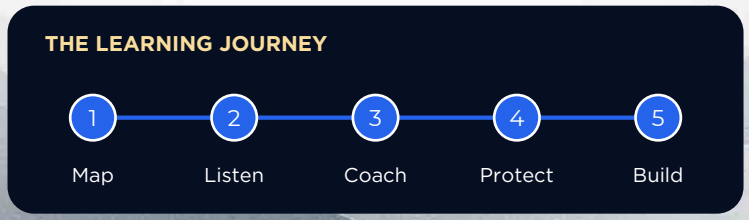
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- **Hands-on Activities:** Applying tools and frameworks, including AI tools, to participants' own work.
- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Build an automated employee listening and action-planning workflow.

WHO SHOULD ATTEND

This program is designed for:

- HR Directors and Employee Experience Leaders
- Engagement, Culture, and Internal Communications Professionals
- Performance Management and Rewards Specialists
- HR Business Partners
- HR Service Delivery and HR Operations Professionals
- People managers responsible for team engagement and performance



Transformation Pillar:
Applied AI & Agentic Transformation

AI-Driven HR Process Excellence & Operational Efficiency

AI-Enabled Execution, Smarter Decisions, and Stronger Operational Performance for HR

COURSE OVERVIEW

Most organizations have invested heavily in improving HR processes, yet execution often remains slow, inconsistent, and dependent on manual coordination. The issue is rarely process maturity; it is how HR work is structured, executed, and measured.

This four-day, practice-oriented program equips HR leaders to manage HR as a system of flow, decisions, and execution. Using the FLOW-OS Framework™ and a structured, API-based execution model, participants diagnose operational friction, structure decision logic, and redesign workflows into repeatable, measurable, and self-executing systems that deliver speed and consistency while maintaining control and governance.

The program blends proven process excellence principles, workflow architecture, practical AI application, and no-code automation, so participants can act without technical dependency.

This program is delivered by world-renowned HR transformation expert, consultant, and author, **Mostafa Azzam**, who has extensive experience guiding organizations through the complexities of AI adoption and its impact on HR operations and service delivery.

COURSE OBJECTIVES

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

- **Diagnose** HR inefficiencies and identify key operational bottlenecks.
- **Redesign** HR operations using the FLOW-OS Framework™ and API-based execution logic.
- **Apply** AI-enabled approaches to improve decision consistency and execution quality.
- **Automate** HR workflows across systems using no-code tools.
- **Establish** operational metrics for execution quality, consistency, and improvement.
- **Scale**, govern, and sustain HR execution systems in real organizational environments.
- **Build** a working HR execution system that can be adapted within the organization.

COURSE METHODOLOGY

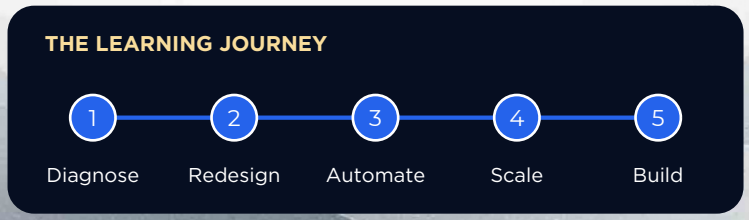
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- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Build and run a complete HR execution system for a real use case, then test, refine, and demonstrate it.

WHO SHOULD ATTEND

This program is designed for:

- HR Directors and Managers
- HR Operations and Shared Services Leaders
- HR Business Partners
- Talent Acquisition, L&D, and OD Professionals
- HR Technology and Digital HR Specialists
- People Analytics Professionals
- Transformation and Process Improvement Leaders



Transformation Pillar:
Applied AI & Agentic Transformation

AI for Business Innovation

From Traditional Tools to AI-Enabled Workflows

COURSE OVERVIEW

AI is changing how work gets done across every business function. The opportunity is no longer simply to add AI to the toolkit, but to rethink everyday work. Every team already relies on email, documents, spreadsheets, presentations, and meetings. This two-day, highly practical program shows professionals in every function how to bring AI into those familiar tools first, and then how to connect them into AI-enabled workflows that save time, raise quality, and deliver measurable results.

Participants start where they already work: drafting and summarizing emails and documents, analyzing spreadsheets, preparing presentations, and capturing meeting actions with leading AI assistants. They then learn to redesign routine processes so AI handles the repetitive steps while people focus on judgment and relationships. The program is function-neutral, with examples from finance, sales, marketing, operations, customer service, procurement, and HR.

It also covers the essentials of using AI safely at work: protecting confidential data, checking AI outputs, and knowing when a human must decide.

The program culminates in a hands-on capstone where each participant builds a working, agentic workflow for a real process in their own team, such as turning meetings into tracked actions or automating a recurring report, using no-code tools.

This program is delivered by world-renowned AI and Digital Transformation expert and author, **Mostafa Azzam**, who has extensive experience guiding organizations through the complexities of AI adoption and its impact on the way organizations work.

COURSE OBJECTIVES

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

- **Apply** AI within the tools teams use every day, including email, documents, spreadsheets, presentations, and meetings.
- **Use** structured prompting to produce reliable, high-quality outputs.
- **Explain** what today's AI can and cannot do, in plain business terms.
- **Identify** the processes in their own team where AI adds the most value.
- **Redesign** a routine process so AI handles the repetitive steps.
- **Apply** safe-use principles for data, accuracy, and accountability.
- **Build** a no-code, agentic workflow that automates a real team process.

COURSE METHODOLOGY

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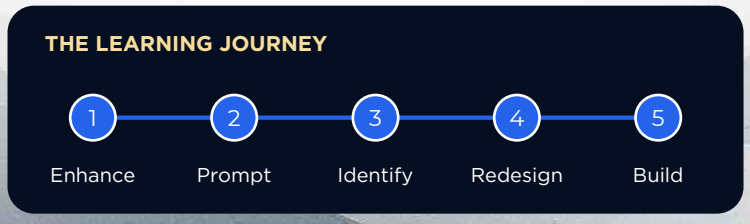
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- **Hands-on Activities:** Applying tools and frameworks, including AI tools, to participants' own work.
- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Build and demonstrate a working, automated workflow for a real team process.

WHO SHOULD ATTEND

This program is designed for professionals in every function, including:

- Team leaders and people managers
- Finance, procurement, and operations professionals
- Sales, marketing, and customer service teams
- Project managers and business analysts
- HR and administrative professionals
- Anyone seeking practical, everyday AI skills

No technical background or coding experience is required.



Transformation Pillar:
Applied AI & Agentic Transformation

Agentic AI in Practice: Building No-Code AI Agents

Design, Build, Test, and Govern AI Agents That Get Real Work Done

COURSE OVERVIEW

AI is moving from answering questions to getting work done. Agentic AI systems can plan steps, use tools, move information between systems, and complete multi-step tasks, with people approving the decisions that matter. This two-day, intensive, hands-on program shows non-technical professionals how to design, build, test, and govern AI agents using no-code tools.

Participants learn how agents work in practice: triggers, instructions, tools, memory, decision rules, and human approval points. They explore common agent design patterns, from simple assistants to multi-step and multi-agent workflows, and learn how to test agents, handle errors, measure value, and scale what works across the organization.

Pre-built templates, a guided sandbox, and a short pre-course setup checklist ensure every participant can build from the first session, whatever their technical background.

The program culminates in a capstone where participants build and demonstrate a working, multi-step AI agent for a process of their choice, complete with tools, human approvals, and an audit trail.

This program is delivered by world-renowned AI and Digital Transformation expert and author, **Mostafa Azzam**, who has extensive experience guiding organizations through the complexities of AI adoption and its impact on the future of work.

COURSE OBJECTIVES

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

- **Explain** how agentic AI differs from chat-based AI, and where each fits.
- **Identify** processes that are good candidates for AI agents, and those that are not.
- **Design** agents with clear goals, instructions, tools, and decision rules.
- **Apply** common agent design patterns, including multi-step and multi-agent workflows.
- **Embed** human approval points, audit trails, and error handling in every agent.
- **Test**, measure, and improve agent performance and business value.
- **Build** and demonstrate a working, no-code AI agent for a real process.

COURSE METHODOLOGY

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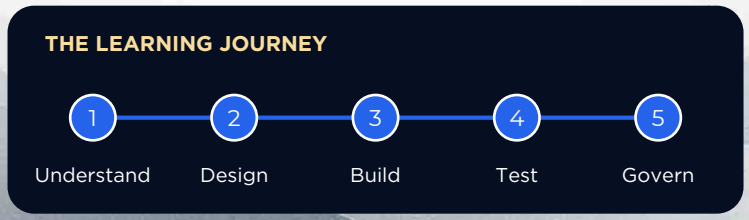
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- **Hands-on Activities:** Applying tools and frameworks, including AI tools, to participants' own work.
- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Build and demonstrate a working, multi-step AI agent with tools, approvals, and an audit trail.

WHO SHOULD ATTEND

This program is designed for:

- Professionals in any function who want to automate multi-step work
- HR, operations, and shared services teams
- Process improvement and transformation professionals
- Team leaders and managers responsible for productivity
- Digital, innovation, and AI champions

No coding experience is required. Completing an introductory AI program, such as AI for Business, is helpful but not essential.



Transformation Pillar:
Applied AI & Agentic Transformation

The Algorithmic Leader

Rethinking Leadership, Culture, and Capability in AI-Augmented Organizations

COURSE OVERVIEW

AI is changing not only how work gets done, but how leaders decide, delegate, and build trust. When algorithms inform hiring, performance, pricing, and strategy, leaders face new questions: which decisions to hand to machines, how to stay accountable for outcomes they did not fully produce, and how to lead people through constant, AI-driven change.

Based on Mostafa Azzam's book of the same name, this two-day executive program helps leaders rethink leadership, culture, and capability for AI-augmented organizations. Participants examine how AI reshapes decision-making, team structures, and the leader's role; how to build a culture of experimentation and trust around AI; and how to develop the capabilities their people and organizations will need next.

The program culminates in a hands-on capstone where each leader builds a no-code, agentic decision-support workflow that prepares a structured briefing on a real leadership decision, with options, evidence, and risks, while the final call stays with the leader. Participants also leave with a personal AI leadership roadmap.

This program is delivered by world-renowned AI and Digital Transformation expert and author, **Mostafa Azzam**, who has extensive experience guiding organizations through the complexities of AI adoption and its impact on leadership and organizational culture.

COURSE OBJECTIVES

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

- **Explain** how AI is reshaping leadership, decision-making, and organizational structures.
- **Decide** which decisions to automate, which to augment, and which must remain human.
- **Lead** with accountability when AI informs outcomes and recommendations.
- **Cultivate** a culture of experimentation, learning, and trust around AI.
- **Develop** the leadership and workforce capabilities an AI-augmented organization needs.
- **Guide** teams through AI-driven change with clarity and empathy.
- **Build** a no-code, agentic decision-support workflow and a personal AI leadership roadmap.

COURSE METHODOLOGY

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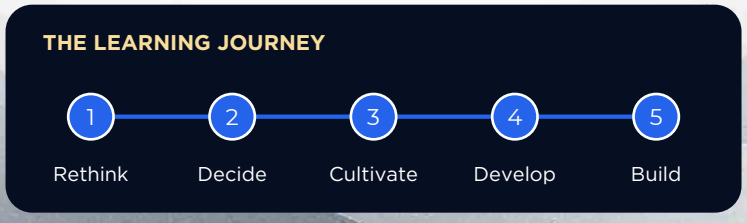
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- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Build a working decision-support workflow and a personal AI leadership roadmap.

WHO SHOULD ATTEND

This program is designed for:

- CEOs, executives, and senior leadership teams
- Directors and heads of department
- HR and transformation leaders
- High-potential leaders preparing for senior roles
- Managers leading teams through AI adoption

No technical background is required.



Transformation Pillar:
Applied AI & Agentic Transformation

Responsible AI: Governance, Ethics & Risk

Adopting AI with Confidence, Accountability, and Trust

COURSE OVERVIEW

As AI moves into hiring, performance, customer decisions, and daily operations, organizations need more than enthusiasm: they need clear rules for using AI safely, fairly, and lawfully. This two-day, highly practical program equips HR, risk, legal, and business leaders to govern AI adoption with confidence, without slowing the innovation it makes possible.

Participants learn to identify and classify AI risks, from bias and privacy to security, accuracy, and over-reliance; to design proportionate policies and controls; and to set clear accountability for AI-assisted decisions. The program draws on leading frameworks and regulations, including the NIST AI Risk Management Framework, ISO/IEC 42001, the EU AI Act, and regional data protection laws, with a particular focus on AI used in people decisions, which regulators increasingly treat as high-risk.

The program culminates in a hands-on capstone where participants build a working, no-code AI use-case risk workflow: new AI requests are captured, risk-classified, matched to required controls, and routed for approval, creating an auditable record from the start.

This program is delivered by world-renowned AI and Digital Transformation expert and author, **Mostafa Azzam**, who has extensive experience guiding organizations through the complexities of AI adoption and its impact on governance, risk, and trust.

COURSE OBJECTIVES

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

- **Explain** the core principles of responsible AI, including fairness, transparency, accountability, privacy, and safety.
- **Identify** and classify AI risks across common business and HR use cases.
- **Interpret** key frameworks and regulations, and what they mean for their organization.
- **Design** proportionate AI policies, controls, and acceptable-use guidelines.
- **Establish** clear accountability and human oversight for AI-assisted decisions.
- **Test** AI systems for bias, accuracy, and reliability before and after deployment.
- **Build** a no-code, agentic workflow that risk-assesses and routes new AI use cases for approval.

COURSE METHODOLOGY

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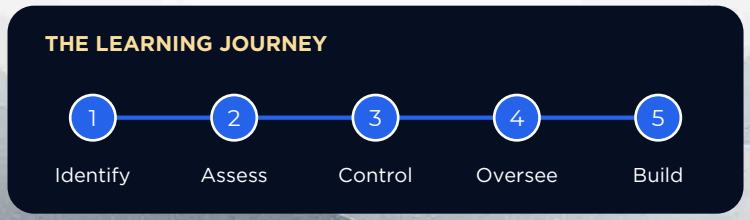
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- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Build an automated AI use-case intake and approval workflow.

WHO SHOULD ATTEND

This program is designed for:

- HR leaders using AI in people decisions
- Risk, Compliance, Audit, and Legal Professionals
- Data Protection and Information Security Officers
- Digital Transformation and AI Program Leaders
- Procurement Professionals evaluating AI vendors
- Board members and executives accountable for AI oversight

No technical or legal background is required.



Transformation Pillar:
Applied AI & Agentic Transformation

AI & Digital Literacy

Confident, Safe, and Effective Work in an AI-Enabled Workplace

COURSE OVERVIEW

AI is now part of everyday work, whether or not organizations have planned for it. Employees at every level already meet AI in the tools they use: email, documents, search, chat assistants, and business systems that increasingly suggest, summarize, and decide. Yet many are unsure what AI actually does, when it can be trusted, and how to use it without putting data, quality, or reputation at risk. This two-day, highly practical program builds the shared foundation every workforce now needs: a clear understanding of AI and the digital skills to use it confidently, safely, and well.

Participants learn how generative AI works in plain language, why it gets things wrong, and how to check its outputs. They practise the digital skills that make AI useful: finding and evaluating information, working with data, collaborating in digital workspaces, and writing clear prompts. Throughout, the focus is on judgment: knowing when AI helps, when it misleads, and when a human must decide.

It also covers the essentials of responsible use: protecting confidential and personal data, recognizing bias, misinformation, and deepfakes, and following the organization's AI policies.

The program culminates in a hands-on capstone where each participant builds a simple, working AI-assisted workflow for a task from their own role, using no-code tools, and leaves with a personal AI and digital skills plan.

This program is delivered by world-renowned AI and Digital Transformation expert and author, **Mostafa Azzam**, who has extensive experience guiding organizations through AI adoption and workforce upskilling.

COURSE OBJECTIVES

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

- **Explain** how AI and generative AI work, and what they can and cannot do, in plain terms.
- **Use** AI assistants with clear, structured prompts to draft, summarize, research, and analyze.
- **Check** AI outputs for accuracy, bias, and missing context before relying on them.
- **Protect** confidential and personal data, and apply the organization's AI and security policies.
- **Build** a simple AI-assisted workflow for a routine task in their own role.

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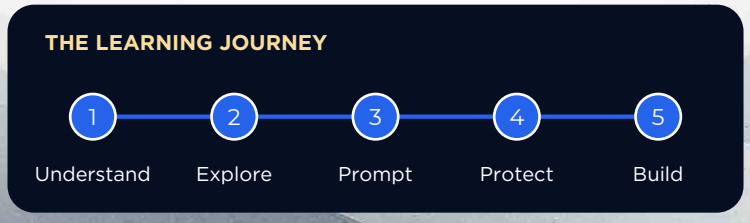
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- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Build and demonstrate a simple, working AI-assisted workflow for a task in your own role.

WHO SHOULD ATTEND

This program is designed for employees at every level, including:

- Employees in every function who use digital tools at work
- Team leaders and people managers
- New joiners and graduates
- Administrative and support professionals
- HR and L&D teams planning organization-wide AI upskilling

No technical background or coding experience is required.



Transformation Pillar:
HR Digital Transformation & Operating Model

Digital HR Transformation

Harness HR Technology and leverage Digital HR to strengthen your workforce resilience, improve your business agility, and secure your talent competitiveness

FEATURED Program

COURSE OVERVIEW

When digital transformation is done right, it's like a caterpillar turning into a butterfly, but when done wrong, all you have is a really fast caterpillar! – George Westerman.

A digitally-enabled work organization brings with it profound HR transformation including innovative job design, new digital competencies, remote work, transformed work relationships, new functional units, new positions and new management processes that pay special attention to work agility, uncertainty, resistance to change, and decentralized and real-time decision-making powered by big-data analytics.

The theory is simple: ***Go Digital or Go Home!*** This highly interactive workshop provides an up-to-date overview of the key issues and challenges of HRM 4.0. Learn about HR digital transformation strategies; technologies, and trends; agile working and well-being; temporal and spatial workplace flexibility; redefined HR practices; digital learning; people analytics; the profound impact of Gen AI, and the emerging challenges of digital leadership.

This workshop is packed with case studies and critical insights and is delivered by world-class consultant and trainer, Mostafa Azzam,

Recognized among the Top 50 Global HR Thought Leaders You Must Follow and the Top 5 HR Influencers Shaping the Future of HR in the UAE.

WHO SHOULD ATTEND

- HR Directors and Talent Managers with a need to implement digital systems or expand their use of existing ones
- HR Generalists and Professionals who need to update their HR Tech competencies for their current or future planned positions
- HR Administrators with a need to enhance systems capabilities to improve their ongoing job performance
- Business Owners, Executives and Managers with a need to understand the technologies available to the HR professional

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

💥 **Map** your current HR processes and build a business case for HRTech deployment
💥 **Gain** insight into the organizational and HR mindsets driving HRM 4.0
💥 **Outline** the elements of a healthy digital culture
💥 **Develop** an HR digitalization roadmap and data governance strategy
💥 **Integrate** your digital HR systems and improve the user experience
💥 **Deploy** GenAI to turbocharge your HR transformation
💥 **Leverage** the transformative power of digital leadership
💥 **Evaluate** the impact and ROI of your HR digitalization initiatives using well-defined metrics and KPIs

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, case studies, individual exercises and group- based activities will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to adopt an integrated platform approach in the development and deployment of a Digital HR framework that embraces true digitalization of HR.

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

Transformation Pillar:
HR Digital Transformation & Operating Model

HR Technology Strategy

Selecting, Implementing, and Getting Value from HR Systems

COURSE OVERVIEW

HR technology is one of the largest investments an HR function makes, and one of the most frequently disappointing. Systems are chosen on features rather than needs, implementations run late, and adoption stalls. This two-day program equips HR leaders to build an HR technology strategy, select the right solutions, and manage implementation and adoption so the investment delivers.

Participants map their HR technology landscape against the HR operating model, define requirements and a business case, and run a structured selection process, from market scanning and vendor demonstrations to scoring, reference checks, and contract considerations. They then plan implementation, data migration, integration, testing, and change management, and learn how to evaluate the AI capabilities now embedded in HCM, talent, and learning platforms, including data privacy and vendor governance.

This program is delivered by world-renowned HR transformation expert, consultant, and author, **Mostafa Azzam**, who has selected and implemented HR and talent management systems for major organizations across the region.

COURSE OBJECTIVES

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

- **Map** the HR technology landscape to the HR operating model and business priorities.
- **Define** requirements, priorities, and a compelling business case.
- **Run** a structured, fair vendor selection process with clear scoring criteria.
- **Evaluate** AI capabilities in HR platforms, including privacy, security, and vendor governance.
- **Plan** implementation, data migration, integration, and testing.
- **Drive** adoption through change management, training, and value tracking.
- **Build** an HR technology roadmap and selection toolkit 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 an HR technology roadmap, requirements matrix, and vendor scoring model for your own organization.

WHO SHOULD ATTEND

This program is designed for:

- HR Directors and HRIS Leaders
- HR Technology and Digital HR Specialists
- HR Operations and Shared Services Managers
- IT and Procurement Professionals supporting HR systems
- Project Managers leading HR system implementations

Transformation Pillar:
Talent Architecture & Capability Development

Designing and Governing Leadership Development Programs

Build Leadership Pipelines That Deliver Measurable Results

COURSE OVERVIEW

Most organizations invest heavily in leadership development, yet few can show what it changed. This two-day program equips HR, L&D, and talent leaders to design leadership development that is anchored in strategy, grounded in evidence, and governed for results.

Participants work through the full design cycle: identifying the leadership capabilities the strategy requires at each pipeline level, diagnosing needs through 360 feedback, psychometrics, and development centers, and identifying high potential through ability, aspiration, and engagement. They then design spaced learning journeys that combine practice with feedback, action learning on real business challenges, coaching, mentoring, and stretch assignments, with AI used where it genuinely helps, such as conversation practice and between-session coaching prompts.

The second day turns to governance and measurement: executive sponsorship, the line manager's role, fair selection and exit criteria, links to succession, and measuring behavior change, business results, promotion, and retention.

This program is delivered by world-renowned HR transformation expert, consultant, and author, **Mostafa Azzam**, who has designed and led enterprise leadership development programs for major organizations across the GCC.

COURSE OBJECTIVES

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

- **Translate** business strategy into leadership capability requirements for each pipeline level.
- **Diagnose** leadership needs using 360 feedback, psychometrics, and development centers.
- **Identify** high potential using ability, aspiration, and engagement.
- **Design** spaced, practice-based leadership journeys that combine learning, experience, and coaching.
- **Establish** governance, including sponsorship, manager involvement, and selection and exit criteria.
- **Measure** behavior change, business results, and succession outcomes.
- **Build** a leadership development blueprint and business case 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 to participants' own work.
- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Produce a leadership development blueprint, governance charter, and measurement dashboard for your own organization.

WHO SHOULD ATTEND

This program is designed for:

- CHROs and HR Directors
- Heads of Leadership Development, L&D, and Talent Management
- OD and Organizational Effectiveness Professionals
- HR Business Partners supporting leadership teams
- Consultants who design leadership programs

Transformation Pillar:
Talent Architecture & Capability Development

Designing and Governing Graduate Development Programs

Turn Graduate Intakes into a Reliable Pipeline of Future Talent

COURSE OVERVIEW

Graduate development programs are one of the most powerful tools for building national talent and future capability, yet many struggle with unclear pathways, inconsistent assessment, and graduates who leave before the investment pays off. This two-day program equips HR, L&D, and talent leaders to design graduate programs that are structured, governed, and measurable.

Participants design the full graduate journey: attraction and selection, induction, rotations and on-the-job development, structured learning, mentoring, and assessment gates that confirm readiness at each stage. They also examine the governance and operating choices that determine success, including sponsor and manager roles, individual development plans, progression and exit criteria, and whether to deliver training through a single accountable partner or through multiple providers under central governance, with the cost and risk implications of each.

The program draws on graduate programs built for national talent across the GCC, including nationalization priorities.

This program is delivered by world-renowned HR transformation expert, consultant, and author, **Mostafa Azzam**, who has designed and governed graduate development programs for national talent across the region.

COURSE OBJECTIVES

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

- **Define** the purpose, target roles, and success measures of a graduate development program.
- **Design** selection, induction, rotation, and structured learning pathways.
- **Build** assessment gates that confirm readiness at each stage.
- **Establish** governance, including sponsors, line managers, mentors, and individual development plans.
- **Compare** operating and delivery models, and their cost, risk, and accountability implications.
- **Measure** retention, readiness, and progression into target roles.
- **Produce** a graduate program blueprint 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 to participants' own work.
- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Produce a graduate program blueprint, including rotation plan, assessment gates, and governance model, for your own organization.

WHO SHOULD ATTEND

This program is designed for:

- HR Directors and Talent Management Leaders
- Graduate Program and Early Careers Managers
- L&D and Capability Development Professionals
- Nationalization and Workforce Planning Specialists
- Line managers and mentors of graduate trainees

Transformation Pillar:
Talent Architecture & Capability Development

Learning & Development Management

Take charge of your training operations! From analysis to design, development, implementation and evaluation of training; learn what is needed to become a key strategic partner within your organization

COURSE OVERVIEW

In the age of AI, traditional approaches to training management and delivery are being rethought and redesigned using new technologies to allow for enhanced digital learning in agile environments. The role of L&D is also being rewritten to include new and meaningful responsibilities such as employee wellbeing and mental health. In an environment where the only constant is change, learning has become absolutely essential to every organization's competitiveness. Against this backdrop, it has become essential to fundamentally rethink and redesign traditional approaches to managing training programs, training teams and training organizations.

From Analysis to Design, Development, Implementation and Evaluation of training; this highly interactive workshop provides the practical tools and approaches you need to develop a solid working relationship with your team, customers and stakeholders in this new normal of work. It is packed with case studies and critical insights and is delivered by world-class consultant and trainer, Mostafa Azzam, recognized as one of the 'Top 50 Global HR Thought Leaders You Must Follow', one of the 'Top 60 Global HR Tech Influencers To Follow this Year', and one of the 'Top 5 HR Influencers Shaping the Future of HR in the UAE'

WHO SHOULD ATTEND

A balanced approach between PowerPoint presentation, facilitated discussion, case studies and action-learning, individual exercises and group-based activities will ensure the direct transfer of skills, information and relevant practical experience and will show you how to fundamentally rethink and redesign your approach to managing and delivering training solutions. The course includes a capstone project that will let you put your acquired knowledge and skills into practice. The project covers a wide range of topics included in the course, from analyzing business needs to formulating a strategy and finally measuring the result of your work.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Develop** an L&D Strategy tailored to meet future requirements
- **Coordinate** resources, procedures, and technology to create and implement training solutions
- **Assess** employees' training needs and select the most suitable training approaches
- **Identify** the essential attributes contributing to the success of training initiatives
- **Evaluate** the advantages and drawbacks of various training methods, solutions, and suppliers
- **Justify** the need for digital transformation in business and distinguish between e-learning and digital learning methodologies

COURSE METHODOLOGY

The Learning & Development Management course is highly recommended for professionals seeking to navigate the complexities of today's workplaces. Specifically designed to equip attendees with the essential tools and strategies needed to thrive in dynamic environments, this course is designed for:

- Training & Development Managers
- HR Business Partners with L&D responsibilities
- Learning & Development Directors
- Talent Development Managers
- Organisational Development Specialists
- Corporate Trainers
- Leadership Development Coaches
- Change Management Consultants
- Human Resources Managers
- Training Coordinators
- Employee Engagement Managers
- Performance Improvement Specialists
- Instructional Designers
- Learning Experience Designers
- Learning Technology Specialists
- Training Programme Managers
- Employee Development Facilitators

Analyzing Training Needs and Developing Competency Frameworks

Transformation Pillar:
Talent Architecture & Capability Development

Master the art of analyzing training needs (TNA) and developing competency frameworks to drive targeted training interventions, foster employee development, and propel organizational success.

COURSE OVERVIEW

The Analyzing Training Needs (TNA) & Developing Competency Frameworks Training course is designed to equip HR and L&D professionals with the knowledge, skills, and tools required to conduct comprehensive training needs analyses and develop effective competency frameworks. Participants will learn various methodologies and techniques to identify organizational and individual training needs, conduct gap analyses, and align training programs with strategic objectives. The course will also delve into the process of developing competency frameworks, including defining competencies, mapping proficiency levels, and establishing performance benchmarks. By the end of the course, participants will have the expertise to effectively analyze training needs, design targeted training interventions, and establish competency frameworks to drive employee development and organizational success.

By the end of this course, participants will possess the knowledge, skills, and tools to conduct comprehensive training needs analyses and develop competency frameworks that drive targeted training interventions, foster employee development, and align with organizational goals. They will be equipped to strategically identify and address training needs, ensuring that training programs effectively enhance individual and organizational performance.

WHO SHOULD ATTEND

HR and L&D professionals, training coordinators and line managers who identify training needs or build competency frameworks for their teams and organizations.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Understand** the importance and benefits of conducting training needs analyses and developing competency frameworks in driving organizational success.
- **Acquire** knowledge of various methodologies and tools used to
- **identify** training needs at both the organizational and individual levels.
- **Learn** how to conduct comprehensive training needs analyses, including conducting gap analyses and identifying performance improvement opportunities.
- **Develop** skills in designing and implementing surveys, interviews, and other data collection methods to gather training needs data.
- **Gain** proficiency in analyzing and interpreting training needs data to prioritize training interventions and allocate resources effectively.
- **Explore** techniques for developing competency frameworks, including defining key competencies, establishing proficiency levels, and aligning with organizational goals.
- **Learn** how to link training needs analysis outcomes with competency frameworks to design targeted and impactful training programs that address skill gaps and foster employee development.

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, case studies, individual exercises and group-based activities will ensure the direct transfer of skills, information and relevant practical experience. You will practise analyzing training needs at organizational, team and individual levels, and build competency frameworks that link those needs to targeted training interventions.

Transformation Pillar:
Talent Architecture & Capability Development

Strategic Needs Analysis (SNA)

For Performance, Training, and Organizational Development

COURSE OVERVIEW

Too many training investments begin with a course request rather than a business problem. This two-day program provides a practical framework for strategic needs analysis that identifies performance gaps, determines which needs genuinely require training, and aligns learning and development with organizational goals.

Participants integrate three levels of analysis: performance needs analysis to diagnose gaps and their root causes; training needs analysis to define the knowledge, skills, and attitudes required; and organizational needs analysis to align learning with strategy, capability, and readiness for change. They then combine the findings into a single, prioritized action plan, and explore how AI can strengthen analysis through faster data insight and predictive skill-gap identification, alongside the ethical and governance questions it raises.

This program is delivered by world-renowned HR transformation expert, consultant, and author, **Mostafa Azzam**, who has extensive experience aligning learning and development with organizational strategy across the region.

COURSE OBJECTIVES

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

- **Distinguish** strategic needs analysis from traditional training needs assessment.
- **Scope** an SNA, engage stakeholders, and quantify its expected return.
- **Diagnose** performance gaps and root causes using the 5 Whys, fishbone diagrams, and the Human Performance Technology model.
- **Separate** training from non-training solutions, and define measurable learning objectives.
- **Align** L&D initiatives with strategy, capability gaps, and readiness for change.
- **Apply** AI to needs analysis responsibly.
- **Build** an integrated, prioritized action plan for a real organizational challenge.

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 to participants' own work.
- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Produce an integrated needs analysis and prioritized action plan for a real organizational challenge.

WHO SHOULD ATTEND

This program is designed for:

- L&D Managers and Specialists
- HR Business Partners and Talent Management Specialists
- Organizational Development Consultants
- Performance Consultants
- Training Managers and Designers
- Business leaders involved in strategic planning

Transformation Pillar:
Talent Architecture & Capability Development

Train The Trainer

Design, deliver and evaluate training that changes how people perform.

COURSE OVERVIEW

Training is like an iceberg, with much of its depth hidden beneath the surface. While participants often only see the visible top 10 percent, such as well-crafted slides, participant materials, and a skilled trainer's presentation, the reality is more complex. The journey of training involves analysis, design, development, implementation, delivery, and evaluation. Our intensive course aims to equip individuals with practical approaches to become highly competent trainers and instructors.

Throughout the course, we explore the intricacies of effective training. Participants gain a deep understanding of the methodologies used at each stage, covering topics such as analysis techniques, design strategies, development processes, implementation practices, delivery techniques, and evaluation methods. This immersive learning experience builds a strong foundation for participants to navigate the ever-changing training environment. While the journey to becoming a skilled trainer is not easy, our course provides the practical skills and knowledge to get you there.

WHO SHOULD ATTEND

• Training Managers, Specialists, Consultants, Officers and Coordinators
• HR Business Partners with training delivery responsibilities
• Staff identified to deliver class-room training in various disciplines and skills

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Describe** the competencies of a skilled trainer
- **Outline** the phases of a training cycle
- **Conduct** a training needs assessment/analysis
- **Develop** SMART learning goals and objectives
- **Define** the characteristics and principles of adult learning
- **Design** an objective-based learning program
- **Implement** a broad spectrum of learning activities
- **Use** visuals appropriately
- **Demonstrate** an awareness of effective presentation skills
- **Apply** established training evaluation models
- **Write** a personalized individual development plan (IDP)

COURSE METHODOLOGY

A balanced approach between PowerPoint presentations, facilitated discussions and case studies - on the one hand - and individual exercises, role plays and group-based activities - on the other - will show you how to fundamentally rethink and redesign your approach to training design, development, implementation, delivery and evaluation.

Transformation Pillar:
Talent Architecture & Capability Development

Advanced Instructional Systems Design (ISD)

From Learning Events to Complete Learning Solutions

COURSE OVERVIEW

Experienced talent development professionals rarely struggle with the mechanics of instructional design. They struggle with what happens at its edges: learning designed as a single event when performance depends on practice and reinforcement over time; technical and operational content that arrives as procedures, standards, and expert knowledge rather than teachable material; and solutions that are complete on paper but never tested as one coherent learner experience.

This three-day advanced program builds on the foundations of instructional design (ADDIE, needs assessment, learning objectives, instructional methods, course maps, design documents, and evaluation) and deliberately does not repeat them. It concentrates on learning architecture, technical content transformation, and practice and performance support, and on the design judgment that separates an experienced designer from a competent one. AI runs through every module as a working partner under human design judgment.

This program is delivered by world-renowned HR transformation expert, consultant, and author, **Mostafa Azzam**, who designs and delivers learning programs for organizations across the GCC.

COURSE OBJECTIVES

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

- **Extend** a single learning event into a complete learning journey.
- **Allocate** learning components across classroom, virtual, digital, social, and on-the-job environments.
- **Produce** a curriculum map and a reusable design blueprint.
- **Sort** technical and operational information into three tiers: memory, pre-work, and job aids.
- **Convert** procedures and expert knowledge into clear, learner-centered content.
- **Design** realistic scenarios and simulations with decision points and consequences.
- **Facilitate** structured debriefs using What? So What? Now What?
- **Design** job aids and performance support for the point of need.
- **Use** AI tools to draft content faster, and check every output against the source.
- **Evaluate** a complete learning solution, from business outcome to evidence.

COURSE METHODOLOGY

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

- **Opening Challenge:** A live quiz that connects what participants already know to the design problems ahead.
- **Expert-Led Briefings:** Short inputs focused on design decisions rather than theory.
- **Running Case:** A fictional GCC power and water distribution company, worked through in design teams over four episodes, each building on the last.
- **Hands-on Design Sessions:** Each produces a design artifact: a learning journey map and blueprint, a converted content sample, a scenario with its debrief guide, and a job aid.
- **AI Accelerators:** AI tools applied in every module, then consolidated into a governed AI-assisted development workflow.
- **Ready-to-Use Templates:** A full templates pack participants can apply immediately.
- **Capstone Project:** Assemble and peer-review an integrated learning solution, with an AI assistant as the final reviewer, and plan its first use on a real project of your own.

WHO SHOULD ATTEND

This program is designed for:

- Instructional Designers, Learning Specialists, and Learning Business Partners
- Technical Trainers and Training Supervisors
- L&D Professionals who commission, review, or quality-assure learning solutions
- Training and Talent Development Professionals with a foundation in instructional design

An advanced program: it assumes working familiarity with ADDIE, learning objectives, instructional methods, and course design documents.

Transformation Pillar:
Talent Architecture & Capability Development

The A-Z of Competency Management

A competent workforce is the beating heart of any organization. Without it, companies are only empty monuments and useless equipment. Only people can energize and drive an organization towards success. But what characterizes and defines their competence?

COURSE OVERVIEW

This high-octane workshop, packed with case studies, critical insights and action-learning, will explore the concepts of competency, competency models, competency assurance and competency management. It will highlight the increasing importance of such models as a common language for talent management across HR systems (e.g., recruiting, hiring, promoting, training, appraising).

This course will provide a clear, undisputed definition of competence that emphasizes effective behavior and performance as a primary driver. Designing, developing and implementing models will be discussed, as will sample competency models and frameworks be presented. Case studies of successful applications in organizations will demonstrate the effectiveness of competency models, competency mapping and competency profiling. Finally, the different applications of these models in talent areas such as acquisition, development, and performance will be discussed. Mostafa Azzam, who will be leading this workshop, will be incorporating findings from his most current research into international Competency Management practices and trends.

WHO SHOULD ATTEND

This course should interest HR professionals who want to introduce Competency Modelling into their roles. It is of primary interest to Senior Advisors, Business Partners, Generalists, Specialists or Line Managers in HR (or across the business). It is also of significance to HR and OD Professionals looking to build their knowledge, skills and confidence around Competency Management or seeking to update their current understanding of Competency Models, Frameworks, Processes and Practices.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Define** the anatomy of a competency
- **Define** levels of proficiency for competencies
- **Link** competency models to organizational goals and objectives
- **Consider** future-oriented job requirements
- **Use** rigorous job analysis techniques to identify, analyze and develop competencies
- **Organize, structure** and **implement** a competency framework in your organization for a variety of HR applications
- **Use** information technology to enhance the usability of competency models
- **Maintain** the relevance of competencies over time

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, case studies, individual exercises and group-based activities will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to design, develop and consolidate competency models and frameworks that you can implement within your everchanging business environments.

Transformation Pillar:
Talent Architecture & Capability Development

Mastering the Art of Talent Nurturing

Transforming Individuals, Elevating Teams, Shaping the Future

COURSE OVERVIEW

In today's rapidly evolving business environment, marked by technological disruption and a relentless demand for innovation, organizations face a singular truth: their ability to thrive hinges on their ability to cultivate and nurture exceptional talent. This program moves beyond traditional talent management approaches, guiding you to a future-forward perspective where you can help individuals reach their full potential while aligning their growth with organizational success.

Rooted in a Talent Transformation approach, this program provides you with practical tools, actionable strategies, and evidence-based insights to transform your talent nurturing approach.

COURSE METHODOLOGY

This highly interactive training program utilizes a blend of learning methods to enhance engagement and knowledge retention:

- **Expert-Led Presentations:** Engaging presentations will provide a deep understanding of key concepts, trends, and best practices.
- **Interactive Discussions:** Facilitated discussions will encourage knowledge sharing, diversity of perspectives, and collaborative learning.
- **Real-World Case Studies:** In-depth case studies of organizations successfully implementing Talent Nurturing solutions will provide practical examples, insights and inspiration.
- **Hands-on Activities:** Interactive exercises and group activities will provide opportunities to apply learnings and develop practical skills in leveraging Talent Nurturing solutions

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Embody** the key themes of the "Talent Nurturer" competency as part of a **Transformational Talent** approach.
- **Conduct** needs assessments effectively and use data-driven insights to pinpoint skill gaps within your teams.
- **Employ** a range of empowering techniques to foster ownership, accountability, and professional growth among team members.
- **Apply** impactful coaching and mentoring techniques tailored to diverse learning styles, career aspirations, and strengths.
- **Develop** personalized learning journeys that accelerate skill development, boost employee engagement, and drive ongoing improvement.
- **Cultivate** a thriving organizational culture that values continuous learning, adopts innovative technologies, and prioritizes well-being.
- **Design** and **apply** strategies that champion diversity, equity, and inclusion, ensuring every voice is heard and valued.
- **Measure** the progress and tangible impact of talent nurturing initiatives.

WHO SHOULD ATTEND

This program is ideally suited for experienced professionals in various roles who shape organizational growth and seek to enhance their talent-nurturing skills. This includes, but is not limited to:

- HR Business Partners
- Talent Management Specialists
- Learning & Development Professionals
- Organizational Development Consultants
- Senior HR Managers
- Talent Acquisition Leaders
- Department Heads
- Project Managers
- Team Leads
- Line Managers responsible for employee development

Transformation Pillar:
Talent Architecture & Capability Development

Career Development and Succession Planning

Empowering Careers, Nurturing Talent, and Creating Sustainable Succession Strategies for Organizational Growth

COURSE OVERVIEW

60% of organizations have no process for succession planning. This interactive course will enable you to consider the latest methodologies and strategies related to successful engagement, career development and succession planning.
The course is also designed to provide tips to create a clear career path and help build your bench. In addition, it will help you plan a succession strategy for a flexible and sustainable business.

WHO SHOULD ATTEND

Human resources managers, line managers, HR business partners, team leaders and specialists.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Basics** of Succession Planning
- **Importance** of holistic succession planning process
- **Prerequisites** of Succession Planning
- **Approach** to Succession Planning & Management
- **Choosing** internal vs external successors
- **Key** aspects of an effective Succession Planning & Management System
- **Continuum** of Succession Processes
- **Obstacles** to the effective succession management process
- **Mistakes** to avoid in Succession Planning process
- **Measuring** the effectiveness of Succession Planning intervention

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, case studies, individual exercises, and group-based activities will ensure the direct transfer of skills, information, and relevant practical experience. It will also demonstrate how to adopt an integrated platform approach in the development and deployment of a career development and succession planning framework, which will encompass strategies for effective implementation and execution. This comprehensive approach will enable participants to gain valuable insights and practical knowledge in the field of career development and succession planning.

Transformation Pillar:
Talent Architecture & Capability Development

The Gamification of Learning and Instruction

Revolutionize your training approach and master the art of building successful gamification strategies that captivate learners, foster motivation, and drive impactful learning outcomes

COURSE OVERVIEW

The Gamification of Learning & Instruction course is designed to provide HR and L&D professionals with a comprehensive understanding of gamification principles and strategies to enhance learning and instruction. The course explores the concept of gamification and its application in the context of employee training and development. Participants will learn how to design and implement effective gamified learning experiences that engage learners, promote active participation, and drive desired learning outcomes. The course also covers key elements of building a successful gamification strategy, including identifying learning objectives, selecting appropriate game mechanics, integrating gamification into instructional design, and evaluating the effectiveness of gamified learning solutions.

By the end of this course, participants will have the knowledge, skills, and tools to design and implement gamified learning experiences that drive learner engagement, motivation, and knowledge retention. They will be equipped to develop a successful gamification strategy tailored to their organization's specific learning objectives and target audience. Through practical exercises and case studies, participants will gain hands-on experience in applying gamification principles to transform their learning and instruction practices.

WHO SHOULD ATTEND

HR professionals, L&D practitioners, instructional designers, and trainers, this course equips participants with the knowledge and tools to leverage gamification techniques in their learning and instruction practices for enhanced engagement and learning outcomes.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Understand** the concept of gamification and its relevance in the context of employee training and development.
- **Explore** the psychological principles and theories that underpin effective gamification strategies.
- **Learn** how to design and implement gamified learning experiences that engage and motivate learners.
- **Gain** insights into selecting and applying appropriate game mechanics to enhance learning outcomes.
- **Understand** how to integrate gamification principles into instructional design and curriculum development.
- **Develop** the skills to evaluate the effectiveness of gamified learning solutions and make data-driven improvements.
- **Build** a successful gamification strategy by aligning learning objectives, target audience, and desired outcomes.

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, case studies, individual exercises and group-based activities will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to effectively integrate gamification principles, design engaging gamified learning experiences, and build successful gamification strategies that drive learner participation, motivation, and impactful learning outcomes.

Transformation Pillar:
Organizational Performance & Productivity

Performance Management and KPI Implementation

Optimize performance and drive organizational success through effective performance management strategies.

COURSE OVERVIEW

The Performance Management, Appraisal, and Key Performance Indicators (KPIs) Training course is designed to equip HR professionals and managers with the knowledge, skills, and tools necessary to effectively manage employee performance, conduct performance appraisals, and implement meaningful KPIs. The course will delve into the key concepts and principles of performance management, explore various performance appraisal techniques, and provide practical guidance on developing and implementing KPIs that align with organizational goals. Participants will learn how to set clear performance expectations, provide constructive feedback, conduct fair and unbiased performance evaluations, and utilize KPIs to measure and monitor individual and team performance.

By the end of this course, participants will have the knowledge, skills, and tools to effectively manage employee performance, conduct fair and meaningful performance appraisals, and implement KPIs that drive organizational success. They will be equipped with practical strategies and techniques to enhance performance management practices within their organizations, leading to improved employee engagement, productivity, and overall performance.

WHO SHOULD ATTEND

HR professionals, managers, supervisors, team leaders, and anyone involved in managing and evaluating employee performance within their organizations. It is relevant for individuals who want to enhance their skills in performance management, conduct fair and meaningful performance appraisals, and implement effective Key Performance Indicators (KPIs). This course is ideal for HR professionals responsible for designing and implementing performance management systems, as well as managers and supervisors seeking to improve their ability to set performance expectations, provide feedback, conduct performance evaluations, and utilize KPIs to measure and monitor performance.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Understand** the importance and benefits of effective performance management in driving organizational success.
- **Develop** skills in setting clear performance expectations and establishing performance goals that are aligned with organizational objectives.
- **Learn** techniques for providing constructive feedback and coaching to enhance employee performance and development**.**
- **Gain** insights into different performance appraisal methods and approaches, and understand how to conduct fair and objective performance evaluations.
- **Explore** the process of developing and implementing meaningful Key Performance Indicators (KPIs) that measure individual and team performance effectively.
- **Learn** how to monitor and track KPIs to assess progress, identify areas for improvement, and make data-driven decisions.
- **Develop** strategies for addressing performance issues and fostering a culture of continuous improvement through effective performance management practices.

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, case studies, individual exercises and group-based activities will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to effectively manage employee performance, conduct fair and meaningful performance appraisals, and implement impactful Key Performance Indicators (KPIs) that drive organizational success.

Transformation Pillar:
Organizational Performance & Productivity

Demonstrating the ROI of HR and Performance Improvement Programs

Learn about the strategies and practices that are shaping ROI measurement as they relate to the Workforce Practices of today.

COURSE OVERVIEW

With many HR budgets being cut or coming under tough scrutiny, HR, Learning Professionals and Performance Consultants are faced with a major challenge: How do they measure the ROI of their HR and learning initiatives and continue to prove, sustain and improve the value of their activities? All this in the face of increasing remote work, immediate business pressures and turbulent and unpredictable change!

This highly interactive training workshop provides a focused insight into the increasing need for ROI measurement in these difficult times to allow you to show the impact of your key programs and help you make critical decisions about allocating resources and ensuring HR and Talent Development obtain their proper allocations. The workshop is packed with case studies and critical insights and is delivered by world-class trainer, Mostafa Azzam.

WHO SHOULD ATTEND

This course should interest anyone involved in Human Resources, Learning and Development, Organization Development, Change Management, Consulting, and Performance Improvement, particularly those struggling to determine the value of programs and projects and to show how they contribute to the strategic goals of the organization. It is of particular significance to Consultants, Advisors, Managers, Specialists, Professionals and Administrators seeking to update their current understanding of ROI measurement models, processes and practices as they navigate their way forward into the "New Normal" of work.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Make** the Business Case for ROI
- **Identify** the Drivers for ROI
- **Develop** Program Objectives at multiple levels
- **Explain** how Business Alignment is achieved
- **Identify** the Guiding Principles and Governing Standards of ROI
- **Describe** the ROI Methodology, Model and Process in detail
- **Conduct** an ROI Presentation
- **Develop** a project-specific Action Plan

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, case studies and action-learning, individual exercises and group-based activities will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to design and consolidate your approach to measurement of HR and Talent Development ROI.

Transformation Pillar:
Organizational Performance & Productivity

Employee Engagement and Retention

Strategies & Practices for the Digital Age

COURSE OVERVIEW

With the rapid acceleration of Digital Transformation and HRM 4.0, organizations are seriously rethinking their approaches to Employee Experience, Engagement and Well-being. This highly interactive workshop provides a timely and up-to-date overview of the key issues and challenges of Employee Engagement in the digital enterprise.

Throughout the Employee Experience (EX) - from attraction, recruitment, and selection to engagement, development, and retention - learn about Employee Engagement (EE) strategies, technologies and trends; agile working and well-being; temporal and spatial workplace flexibility; digital learning and people analytics; and the emerging challenges of digital engagement and resilience.

The workshop is packed with case studies and critical insights and is delivered by world-class consultant and trainer, Mostafa Azzam, recognized among the Top 50 Global HR Thought Leaders You Must Follow and the Top 5 HR Influencers Shaping the Future of HR in the UAE.

WHO SHOULD ATTEND

Business Leaders, People Managers, HR Business Partners and Professionals who need to build and retain an engaged workforce that is aligned with organizational goals.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Recognize** the difference between Employee Engagement (EE), satisfaction and motivation
- **Outline** the importance of Employee Engagement and workplace culture on the management team, functional strategy, and overall organizational strategy
- **Describe** how employee engagement influences the achievement of organizational goals and objectives
- **Track** the link between Employee Value Proposition (EVP), Employee Engagement and Employee Experience (EX)
- **Define** an engagement strategy based on the organizational vision, mission, strategy and digital involvement
- **Apply** a digital resilience framework to support agile working practices
- **Develop** effective solutions to address employee performance and behavior expectations at all levels

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussions, case studies, action-learning, individual exercises and group-based activities will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to fundamentally rethink and redesign your approach to Employee Engagement and Retention within your organization.

Transformation Pillar:
Organizational Performance & Productivity

Workforce Metrics and People Analytics

Optimize the return on your talent investment by modelling and predicting your workforce capabilities.

FEATURED Program

COURSE OVERVIEW

In People Analytics, it is often easier to find Data Scientists than people with business acumen who can read and interpret an analysis! It has been shown that companies that engage in effective People Analytics (<14%) outperform their competitors in several aspects including quality of hire, retention, leadership capabilities, whilst also ranking higher in their employment brand.

We are living in an era ripe with possibilities of how to shape and re-shape business practices. Many of the forces demanding these shifts require business-driven People Analytics solutions. This highly interactive training workshop provides a focused insight into People Analytics as it applies across the organization. You will walk away with a framework to develop, build and implement People Metrics and Analytics in your function and apply new approaches and formulae needed to enable you to stay abreast of major workforce trends and disruptions.

This workshop is packed with case studies and critical insights and is delivered by world-class consultant and trainer, Mostafa Azzam, recognized among the Top 50 Global HR Thought Leaders You Must Follow and the Top 5 HR Influencers Shaping the Future of HR in the UAE.

WHO SHOULD ATTEND

HR Managers, Advisors, Consultants, Specialists, Officers and Administrators aiming to understand and analyse People Data in order to make effective and impactful data-driven workforce recommendations and decisions to meet the elevated expectations of organizations in today's complex global economy.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Understand** how to focus People Metrics and Analytics efforts to gain insight and get meaningful business impact
- **Link** workforce activities and results to your business strategy through People Analytics
- **Create** performance standards through Workforce Metrics and Analytics
- **Use** Workforce Metrics and Analysis to describe, predict and prescribe workforce trends and make smart workforce decisions
- **Communicate** analytical results and present an effective and engaging story with data
- **Improve** your function's credibility through People Data and Analytics

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, case studies, individual exercises and group-based activities will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to fundamentally rethink and redesign your approach to People Analytics and People Management decision-making within your organisation and, ultimately, revitalize your role as a people manager within your organization

Transformation Pillar:
Strategic HR Leadership

Strategic Leadership and Data-Driven Decision-Making for Executive Leaders

Leading in a Data-Driven World

FEATURED Program

COURSE OVERVIEW

In today's complex and data-driven world, the Middle East stands at a crossroads. While its leaders have achieved remarkable success, the region lags tremendously behind in harnessing the power of data for strategic decision-making. Recognizing this gap, and recognizing that the ability to make confident, creative, and well-informed decisions is paramount to effective leadership, organizations are embarking on transformative journeys to foster data-centric cultures and empower their leaders with data-driven insights, elevating both the leaders and their organizations to new heights of innovation and influence.

This intensive 5-day program goes beyond traditional leadership development to equip participants with the essential skills and frameworks needed to spearhead creative and effective strategic leadership and data-driven decision-making for executive leaders. It will equip participants with the essential skills to:

- Lead strategically during a time of significant technological and organizational change.
- Make impactful decisions informed by robust data analysis and strategic foresight.
- Champion a data-driven culture across their organizations.

This program emphasizes the strategic decision-making and change management skills, communication strategies, and ethical considerations needed to successfully champion significant organizational transformation.

WHO SHOULD ATTEND

This program is designed for high-potential leaders within your organization, including:

- Executive Managers
- Heads of Departments and Divisions
- Assistant Managers and Senior Advisors
- Decision-Makers at Senior and Middle Levels
- Emerging Leaders Being Prepared for Future Leadership Roles

COURSE OBJECTIVES

Upon successful completion of this course, participants will be able to:

- **Analyze** the evolving leadership landscape and its influence on strategic decision-making, particularly concerning technology adoption and data-driven transformation.
- **Apply** a range of contemporary leadership styles to effectively guide teams, build consensus, and achieve organizational goals.
- **Identify** and **mitigate** the impact of unconscious bias and cognitive traps on decision-making, promoting more objective outcomes.
- **Employ** powerful strategic analysis tools (such as SWOT and PESTLE) to assess opportunities, anticipate challenges, and inform strategic choices.
- **Master** advanced creative problem-solving and lateral thinking techniques to generate innovative solutions to complex challenges.
- **Develop** strategic foresight and **utilize** scenario planning to anticipate future trends, navigate uncertainty, and make proactive decisions.
- **Identify** relevant data sources within their areas of responsibility and communicate data needs effectively.
- **Interpret** and **communicate** data insights to inform strategic planning and decision-making.
- **Access**, **analyze**, and **interpret** relevant data to inform strategic decision-making, confidently utilizing data visualization techniques to communicate insights to stakeholders.
- **Navigate** risk and uncertainty, **apply** risk management frameworks, and **make** sound judgments under pressure.
- **Lead** high-performing teams, **facilitate** collaborative decision-making processes, and **navigate** disagreements and conflict.
- **Master** the art of persuasive communication, crafting compelling narratives, and delivering impactful presentations to gain buy-in and inspire action for strategic initiatives.
- **Integrate** ethical considerations throughout the decision-making process, ensuring decisions align with organizational values.
- **Develop** robust implementation plans to ensure strategic decisions translate into successful and sustainable outcomes.

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, real-world case studies, dynamic simulations, individual exercises, and interactive group-based activities will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to unlock the full potential of strategic leadership and data-driven decision-making.

Transformation Pillar:
Strategic HR Leadership

HR for Non-HR Managers

Equip Managers with the Practical HR Know-How to Hire, Develop, Engage, and Lead Their Teams with Confidence

COURSE OVERVIEW

The fourth industrial revolution is here, and it is about much more than digital innovation. We are living in an era ripe with possibilities of how to shape and re-shape business practices. Many of the forces demanding these shifts require business-driven human capital solutions that are primarily driven by the Human Resources function, a vital unit in any organization that involves every aspect of an employee's lifecycle within the organization. As such it is important for all managers to maintain a basic and up-to-date understanding of the role of this vital department and the shared responsibilities between HR practitioners and non-HR practitioners that exist in most organizations: workforce planning, recruitment and staffing, job analysis and description, performance management and appraisal, employee relations, employee engagement, and learning and development generally require a joint and coordinated effort between HR and non-HR functions.

This highly interactive training workshop provides a focused insight into the Human Resources function where traditional practices and functions such as recruitment, learning and development and performance management will be discussed alongside cutting-edge concepts such as Remote and Hybrid Working Models, Digital HR and digital collaboration, Strategic Workforce Planning and workforce contingency plans, Wellbeing and agile working, and much more.

This workshop is packed with case studies and critical insights and is delivered by world-class consultant and trainer, Mostafa Azzam, recognized among the Top 50 Global HR Thought Leaders You Must Follow and the Top 5 HR Influencers Shaping the Future of HR in the UAE.

WHO SHOULD ATTEND

Managers, Advisors, Consultants, Specialists, Officers and Administrators from all across the organization seeking to update their current HR knowledge and skills in an attempt to meet and exceed the elevated expectations of organizations in today's complex global economy.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Gain** a deeper understanding of the HR function and its fundamental role in developing organizational capability
- **Identify** the different functions performed by HR and the shared responsibilities with non-HR functions
- **Learn** how to deal with many of the challenges faced by HR at various levels
- **Utilize** analytical insight to understand the 'bigger picture', build strategic partnerships and address organizational challenges
- **Acquire** critical skills to build your professional and departmental credibility
- **Develop** a plan to align/realign your strategy with HR requirements and expectations

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, case studies, individual exercises and group-based activities will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to unlock the full potential of strategic HR business partnership through our comprehensive training, empowering you to strategically adopt an integrated platform approach in developing and deploying HR frameworks that drive organizational success.

Transformation Pillar:
Strategic HR Leadership

Certificate in Strategic HR Management

Develop and execute HR strategies that drive business goals and transform your HR function into a strategic partner for your organization.

FEATURED Program

COURSE OVERVIEW

In today's dynamic business landscape, HR plays a pivotal role in driving organizational success. This intensive 4-day course empowers experienced HR managers to transition from operational tasks to strategic leadership. Through interactive sessions, insightful discussions, and expert-led guidance, you'll gain the essential knowledge, tools, and skills to navigate Strategic HR management and transformation.

Dive deep into the evolving role of HR, aligning your practices with business objectives and measurable outcomes. Conduct a thorough needs assessment to identify specific opportunities and challenges within your organization's unique context. Craft an HR model that resonates with your strategic goals, and develop actionable strategies for implementation.

Learn to design agile and data-driven HR processes that streamline operations, enhance employee experience, and unlock valuable insights. Foster a culture of continuous learning, innovation, and adaptability within your HR function, empowering your team to thrive in a changing environment. Leverage technology, Gen AI, and data analytics to inform strategic decision-making and measure the impact of your initiatives.

Master effective change management strategies to navigate the transformation journey with confidence and minimize resistance. Build your personal brand as a strategic HR leader, effectively communicating your value proposition and influencing key organizational decisions.

By the end of this course, you'll be equipped to drive measurable improvements in HR performance, contribute significantly to achieving business goals, and position yourself as a true strategic partner within your organization. Take the next step in your HR journey and embark on this transformative learning experience. Invest in your professional development and empower yourself to unleash the strategic power of your HR function.

This workshop is packed with case studies and critical insights and is delivered by world-class consultant and trainer, Mostafa Azzam, recognized among the Top 50 Global HR Thought Leaders You Must Follow and the Top 5 HR Influencers Shaping the Future of HR in the UAE.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Lead** and **implement** strategic HR management initiatives with confidence and effectiveness.
- **Align** HR strategy with overall business objectives and drive organizational success.
- **Drive** measurable improvements in key HR metrics and business outcomes.
- **Develop** innovative HR practices and **leverage** technology to enhance employee experience and performance.
- **Foster** a culture of continuous improvement and adaptability within the HR function.
- **Position** yourself as a strategic HR leader who adds significant value to your organization.

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, case studies, individual exercises and group- based activities will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to drive impactful change within your organization and become the strategic HR leader your organization needs.

WHO SHOULD ATTEND

Experienced HR managers and professionals seeking to advance their careers through a deeper understanding of strategic HR management and transformation. Participants should have a strong foundation in HR principles and practices.

Transformation Pillar:
Strategic HR Leadership

Certified Strategic HR Business Partner

Elevate Organizational Success with Strategic HR Business Partner Training that equips HR professionals with the skills to align HR initiatives, foster strategic partnerships, leverage data-driven insights, drive transformative change, and deliver measurable impact.

FEATURED Program

COURSE OVERVIEW

The Strategic HR Business Partner Training course is designed to equip HR professionals with the knowledge, skills, and tools to become strategic partners in driving organizational success. The course will delve into the evolving role of HR as a strategic business function and explore the key competencies required to effectively contribute to business strategy formulation and execution. Participants will gain insights into aligning HR initiatives with organizational goals, building strategic partnerships with key stakeholders, leveraging data and analytics for informed decision-making, and driving organizational change through effective HR strategies and practices.

By the end of this course, participants will have the knowledge, skills, and tools necessary to become strategic HR business partners. They will be equipped to contribute to business strategy formulation, drive organizational change, and align HR practices with business goals, ultimately enhancing organizational performance and success.

WHO SHOULD ATTEND

HR professionals, HR managers, and HR business partners, as well as L&D practitioners and organizational leaders seeking to elevate their strategic HR skills and effectively drive organizational success through strategic HR business partnerships.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Understand** the evolving role of HR as a strategic business partner and its impact on organizational success.
- **Develop** the skills to align HR initiatives with business strategies and goals to drive overall organizational performance.
- **Gain** insights into building strategic partnerships with key stakeholders, including senior leaders and department heads.
- **Learn** how to leverage data and analytics to make informed HR decisions and contribute to evidence-based strategic planning.
- **Acquire** techniques for assessing and addressing organizational needs and challenges through the design and implementation of effective HR strategies.
- **Develop** change management skills to facilitate organizational transformation and drive successful HR initiatives.
- **Enhance** communication and influencing skills to effectively collaborate with cross-functional teams and drive alignment towards strategic objectives.

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation, facilitated discussion, case studies, individual exercises and group-based activities will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to unlock the full potential of strategic HR business partnership through our comprehensive training, empowering you to strategically adopt an integrated platform approach in developing and deploying HR frameworks that drive organizational success.

Transformation Pillar:
Strategic HR Leadership

SHRM-CP / SHRM-SCP Exam Study and Preparation

Embrace the Fourth Industrial Revolution with SHRM Certification. Elevate your HR expertise, lead strategically, and gain global recognition for your behavioral competencies and technical knowledge.

COURSE OVERVIEW

The SHRM-CP and SHRM-SCP exams are primarily experience-based and, therefore, this course lays great emphasis on how the course content applies to the workplace. This is mainly accomplished through:

• Introducing SHRM's definitions of the exam functional areas and providing relevant examples that demonstrate how the concepts apply in real life

• Featuring relevant examples of exam concepts as they are practiced in the field or as they may appear on the exam

• Providing review questions that are designed to test your knowledge, whilst placing you into the workplace, requiring that you use critical thinking skills to apply what you read and learn

Furthermore, and as you prepare for the exams, this course will follow the content focus of the exams, which is divided into behavioral competencies, technical competencies, and functional areas; that are further sorted into clusters and sub-competencies.

The course is organized into five main parts:

• Preparing for the Exams In this part, you will find a review of the exam certification process and take a closer look at the exam Body of Applied Skills and Knowledge (SHRM BASK).

• Understanding Human Resource Competencies In this part, we break down the various competencies that are reviewed in the content areas. This includes a look at the differences between the behavioral competencies & the domains of knowledge competencies (also called technical expertise), which are broken down into HR functional areas.

• The People Knowledge Domain This part takes a deep dive into the functional areas related to the workers we trust to achieve organizational goals.

• The Workplace Knowledge Domain The competencies of the workplace focuses on the internal & external environments of work & how workplace practices affect achieving organizational results. It is in this part that SHRM's behavioral competencies are introduced.

• The Organization Knowledge Domain This part's major focus is on the structures and relationships that drive organizational behavior and successful strategies.

Finally, this course will support you with a wealth of interactive online learning tools, aids and resources that will further help you prepare for the certification exams—and increase your chances of passing them the first time! These tools will include, among other things, the following:

• Sample Tests
• Flashcards
• Glossary of Key Terms and Definitions

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Explain** the SHRM certification process and how the SHRM-CP and SHRM-SCP exams are organized
- **Navigate** the SHRM Body of Applied Skills and Knowledge (SHRM BASK) and use it to plan your preparation
- **Distinguish** SHRM's behavioral competencies from HR technical knowledge, and link each to the exam's functional areas
- **Apply** the People, Organization and Workplace knowledge domains to realistic workplace situations
- **Answer** exam-style review questions that place you in the workplace and call for critical thinking
- **Build** a personal study plan using sample tests, flashcards and a glossary of key terms

COURSE METHODOLOGY

A balanced approach including PowerPoint presentation, facilitated discussion, practical case studies, group-based activities and a wealth of individual exercises will ensure the direct transfer of skills, information and relevant practical experience as well as show you how to pass this exam, first time around. Course presentation and delivery language may be English, Arabic or bilingual - in accordance with participants' general preferences, comfort and ability levels.

WHO SHOULD ATTEND

HR professionals seeking to enhance their knowledge, skills, and leadership abilities, and earn a globally recognized credential focused on behavioral competencies and technical HR expertise.

Transformation Pillar:
Strategic HR Leadership

Certificate in Strategic Talent Management

Identifying, Developing, and Retaining Talent for Organisational Success

COURSE OVERVIEW

Even in the era of evolving market dynamics and economic challenges, industries around the world are still experiencing growth. This growth, coupled with an aging workforce and skills shortage, has left many organizations with a looming labor shortage; not just a people shortage but also a skills shortage. Therefore, organizations must rapidly recruit, train, and successfully retain talent. Yet, competition for talent remains tight due to limited availability of skills and experience within any given demographic. This challenge is further highlighted by outdated HR processes that employ obsolete talent acquisition, development, and retention strategies.

With a special focus on Technical Talent Management, this highly condensed workshop has been developed in response to the abovementioned challenges. In the short time available, this workshop will attempt to dissect the Talent Management paradigm and explore the underlying implications, linkages, and organizational influences that can make, or break, a Talent Management strategy. This will be a highly practical workshop, rich with interactive discussions, action-learning opportunities, and exercises where we will be utilizing the participants' organizations as rich and practical case studies for conducting SWOT analyses, considering the costs of failure, analyzing emerging trends, and studying the integration of prevalent models. Prior to the workshop, attendees will be asked to complete a worksheet identifying current Talent Management practices within their organization and highlighting their perceived needs behind this workshop. With the right mindset, participants should walk away with a lingering taste of the tools, skills, and knowledge necessary to build successful, and sustainable, Talent Management strategies.

WHO SHOULD ATTEND

• HR Professionals aiming to understand or, better still, implement a transformational Talent Management system
• HR managers, OD Managers and L&D Heads
• HR Policy Developers and Decision Makers

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Understand** the Talent Management process and its components
- **Recognise** the impact of Talent Management failure on organisations
- **Understand** the processes needed to accelerate Talent Management
- **Understand** the application of an Integrated Talent Management model
- **Develop** a transformational Talent Management framework

COURSE METHODOLOGY

This training course will combine tutor-led presentations with highly interactive case-studies, relevant and thought provoking exercises, practical demonstrations and facilitated discussions. Delegates will be encouraged to participate actively in relating the principles of talent management and high potential development to the particular needs of their workplace.

Transformation Pillar:
HR Governance, Risk, and Compliance

Certificate in Strategic HR Audit

Assessing the Key Functions of your HR Department

COURSE OVERVIEW

Often in assessing a company's business practices and legal compliance, the emphasis is on the company's financial records. It is equally important, however to assess HR policies and practices, including the less concrete and less tangible areas that deal with employee dignity and well-being. These are harder to measure, but their impact on productivity can be significant. Additionally, poor business practices can lead to very expensive legal sanctions. Just as regular companies ensure proper financial, legal and management practices, HR audits can be valuable tools in assessing policies and practices and ensuring that the company maintains a safe, competent and respectful work environment. They are used to highlight areas of weakness in the HR function, areas that can be improved and even areas where there are no policies or procedures.

The HR audit is broken into areas of evaluation that include what is needed before a company hires any employees all the way through the process of recruiting new employees, bringing them aboard, enrolling them in benefits programs, safeguarding their confidential information, managing, developing, retaining and supporting them, and participating in their exit from the company, if necessary, either voluntarily or otherwise.

This workshop will take you through the various phases of an HR audit and beyond, starting from the "Data Collection and Information gathering" phase all the way through to the often neglected "Action Planning" phase. The process is similar to one that a Human Resources consultant might use in conducting a standard HR audit. However, the structure and presentation of the process will allow you to perform the audit yourselves. The approach adopted breaks the key areas commonly found in Human Resources functions into categories similar to those on which SHRM tests are based. Additional categories are further added to contribute to a more rounded and comprehensive workshop.

WHO SHOULD ATTEND

• HR Generalists • HR Specialists • HR Section Heads
• HR Department Managers • OD specialists

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Develop** and conduct an HR Audit
- **Investigate** the underlying policies, strategies, systems, techniques, documents, functions, and practices of your department
- **Measure** the effectiveness of your department's procedures and compare against your organisational objectives
- **Apply** different types of benchmarks and indicators to produce an HR Scorecard
- **Use** audit results to construct strategic and operational action plans to address gaps, inefficiencies and regulatory compliance
- **Ensure** your policies and procedures are compliant with regulatory requirements whilst satisfying your business needs
- **Increase** your department's operational and strategic value by embracing HR Analytics
- **Evaluate** and address the quality-based requirements needed to become an ISO-certified HR department

COURSE METHODOLOGY

A balanced approach between PowerPoint presentation and facilitated discussion, individual exercises and group-based activities will show you how to develop and conduct an HR Audit; use different types of benchmarks, metrics and indicators to produce an HR Scorecard; understand the comparative effectiveness of your HR Function and use audit results to construct strategic and operational action plans to address gaps, inefficiencies and regulatory compliance

Transformation Pillar:
HR Governance, Risk, and Compliance

Developing HR Policies and Procedures

Create Sound HR Policies And Procedures From Scratch Or Update And Modify Existing Ones.

COURSE OVERVIEW

"If you don't know where you are going, you will probably end up somewhere else." – Laurence Peter

No formal organisation can exist and function well without a set of guidelines that express how the management intends to manage people and what is expected of employees in the workplace, and how. Such guidelines include HR policies and procedures. Without such policies, there are dangers of arbitrary decision-making that can demotivate both managers and staff and hinder the whole organisation's performance.

This course will dissect the HR Policies and Procedures Manual as an independent topic in human resource management in order to give it the weight it deserves as a tool in guiding human resource decisions in an organisation. You will explore a number of important areas in an attempt to understand why managers and employees need policies. You will identify key HR management functions that require explicit policies. You will also learn a variety of tools, techniques and methodologies whereby policies are identified, researched, formatted, written, approved, published, distributed, communicated and maintained.

WHO SHOULD ATTEND

HR professionals, at all career levels, responsible for developing HR policies and procedures. Also, HR and OD managers who have a need to improve their skills in developing/writing HR policies and procedures.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Understand** the need for HR policies and procedures
- **Master** the HR policies and procedures that will fit your organisation
- **Improve** employee branding and employee engagement
- **Understand** how to develop effective channels of communication for HR policies & procedures
- **Develop** an appropriate handbook for construction, review and update of policies
- **Explore** HR policies and procedures for optimal business impact
- **Recognize** the importance of structured HR policies and procedures

COURSE METHODOLOGY

Throughout the course, you will tackle a multitude of questions that will create a continuum of progress from the tactical to the strategic side of policy development. You will also work on a series of case study applications to ensure the direct transfer of skills and information and relevant practical experience. All throughout, you will adopt practical approaches, tools and techniques to enable you to effectively and efficiently develop, improve, maintain and update your HR manuals.

Transformation Pillar:
HR Governance, Risk, and Compliance

HR Data Governance and Protection

Unlock the Power of HR Data for Trustworthy, Consistent, and Confidential Insights, and Strategic Business Growth.

COURSE OVERVIEW

Data can be an asset, or it can be a liability! When it comes to operations, finance, customer or sales data, organisations have a well-established data management and governance process with a clear understanding of its meaning and the outcomes expected. When it comes to Human Capital Data Governance, the situation is very different. If HC Data Governance is a term you are not familiar with, you are not alone! At its most basic, it is a methodology or philosophy that aims to manage the link between people, process and technology to ensure people data is trustworthy, consistent, confidential and does not get misused. It is not a program. It is not a technology. It is not even a strategy. It is a mindset and a culture where quality data is achieved, maintained, valued, protected and utilized to drive the business.

This workshop provides a brief, timely and up-to-date overview of the key structures, issues and challenges associated with Human Capital Data Management and Governance. It provides critical insight into the topic and is delivered by world-class consultant and trainer, Mostafa Azzam, recognized among the Top 50 Global HR Thought Leaders You Must Follow.

WHO SHOULD ATTEND

Human Capital Employees Seeking to Enhance their Expertise and Proficiency in Managing and Safeguarding HR Data.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Learn** the meaning of data protection and sharing
- **Discuss** the range of sensitive information within HR
- **Explain** why the appropriate sharing of data can be equally as important as protecting confidentiality
- **Help** employees understand how to make decisions about who can see confidential data

COURSE METHODOLOGY

Engage in a balanced blend of PowerPoint presentations, facilitated discussions, individual exercises, and group-based activities on HR data governance and protection. Learn how to map the HR data your organization collects, stores and shares; classify it by sensitivity; assess privacy and security risks; and assign clear ownership, access rules and retention periods. Use practical templates to build data governance policies and controls, and leave with an action plan that closes gaps, improves data quality and supports compliance with applicable data protection laws.

Transformation Pillar:
HR Governance, Risk, and Compliance

Workplace Diversity, Equity, and Inclusion

Integrate Diversity, Equity, and Inclusion (DEI) into all aspects of talent acquisition, retention, development, and promotion to drive organizational success.

COURSE OVERVIEW

In today's increasingly interconnected and diverse world, organizations that embrace diversity, equity, and inclusion (DEI) gain a significant competitive advantage. This highly interactive course provides a practical framework and actionable strategies to cultivate a workplace where all individuals feel valued, respected, and empowered to reach their full potential.

Through a blend of expert insights, real-world case studies, and collaborative exercises, you'll explore:

- How to identify and mitigate unconscious bias in all workplace interactions.
- Strategies for attracting, recruiting, and retaining a diverse workforce at all levels.
- Key principles and best practices for creating an inclusive work environment where everyone feels a sense of belonging.
- Methods for measuring the impact of your DEI efforts and tracking progress towards meaningful change.

By the end of this course, you'll be equipped to champion DEI initiatives, advocate for positive change within your organization, and contribute to building a more equitable and inclusive workplace for all.

WHO SHOULD ATTEND

- **Business managers** at all levels, including:
  - HR Directors and Managers
  - Diversity, Equity and Inclusion Leads
  - Talent Management and Organizational Development Professionals
  - People Managers and Team Leaders

- **HR professionals** involved in recruitment, talent management, performance management and employee relations.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Build the Business Case for DEI:** Articulate the tangible benefits of DEI for organizational success, including increased innovation, employee engagement, and market reach.
- **Identify and Mitigate Unconscious Bias:** Recognize how unconscious bias impacts decisions and apply practical strategies to promote equity in hiring, promotion, and performance management.
- **Cultivate Inclusive Recruitment Practices:** Design and implement recruitment strategies that attract diverse talent pools and minimize bias at every stage of the hiring process.
- **Foster a Culture of Belonging:** Develop initiatives that promote a welcoming and inclusive work environment where all employees feel valued, respected, and empowered to contribute.
- **Measure and Track DEI Progress:** Utilize data-driven approaches to assess the effectiveness of DEI initiatives and measure progress toward organizational goals.
- **Drive Sustainable Change:** Develop an action plan to champion DEI within your sphere of influence and contribute to building a more equitable and inclusive workplace for all

COURSE METHODOLOGY

This highly interactive training program utilizes a blend of learning methods to enhance engagement and knowledge retention:

- Expert-Led Presentations: Engaging presentations will provide a deep understanding of key concepts, trends, and best practices.
- Interactive Discussions: Facilitated discussions will encourage knowledge sharing, diversity of perspectives, and collaborative learning.
- Real-World Case Studies: In-depth case studies of organizations successfully putting diversity, equity and inclusion into practice will provide practical examples, insights and inspiration.
- Hands-on Activities: Interactive exercises and group activities will provide opportunities to apply learnings and develop practical skills in building inclusive policies, practices and teams.

Transformation Pillar:
HR Governance, Risk, and Compliance

Fostering Diversity of Thought in High-Stakes Industries

Cultivating Diversity of Thought for Enhanced Innovation and Decision-Making

COURSE OVERVIEW

In today's rapidly changing business environment, the ability to harness diverse perspectives and navigate complexity is no longer optional—it's a matter of survival, especially in sectors with high stakes and far-reaching impact. This intensive program goes beyond traditional DEI training to focus on the often-overlooked dimension of diversity of thought.

You will acquire a powerful framework and practical tools to cultivate intellectual inclusivity, mitigate the risks of groupthink, and empower your teams to unlock their full innovative potential.

COURSE OBJECTIVES

By the end of this thought-provoking program, you will be able to:

- **Articulate** the link between diversity of thought and enhanced problem-solving, risk management, and breakthrough innovation.
- **Recognize** and mitigate groupthink in decision-making.
- **Implement** structured frameworks to elicit diverse perspectives.
- **Build** psychologically safe environments for dissent and intellectual risk-taking.
- **Evaluate** the impact of diversity of thought initiatives.

COURSE METHODOLOGY

Through a blend of cutting-edge theory, real-world case studies, dynamic simulations, and highly interactive group discussions, participants will explore the multifaceted dimensions of thought diversity and data-driven decision-making utilizing a blend of learning methods to enhance engagement and knowledge retention:

- **Expert-Led Presentations:** Engaging presentations will provide a deep understanding of key concepts, trends, and best practices.
- **Interactive Discussions:** Facilitated discussions will encourage knowledge sharing, diversity of perspectives, and collaborative learning.
- **Real-World Case Studies:** In-depth case studies of organizations successfully implementing diversity of thought initiatives in high-stakes industries will provide practical examples, insights and inspiration.
- **Hands-on Activities:** Interactive exercises and group activities will provide opportunities to apply learnings and develop practical skills needed for fostering diversity of thought in high-stakes industries.

WHO SHOULD ATTEND

Leaders and professionals at all levels in industries where innovation, risk mitigation, and strategic decision-making are critical. This includes, but is not limited to, professionals in:

- Energy
- Technology
- Healthcare
- Finance & Banking
- Aerospace & Defense
- Government & Public Policy

Transformation Pillar:
Core HR Systems & Specialized Expertise

Competency-Based Interviewing and Selection

Empower smarter hiring across your organization

COURSE OVERVIEW

The modern workplace is a dynamic landscape, demanding a highly strategic approach to hiring and talent acquisition. This intensive workshop will provide you with the skills and knowledge you need to transform your interviewing process, elevate your hiring decisions, and attract the best talent. It will empower you to master the art and science of competency-based interviewing and selection, no longer a mere best practice, but an essential tool for success. We will probe and explore the principles, techniques, and real-world applications of this powerful interviewing method. You'll acquire the knowledge, skills, and practical tools to build a robust and effective recruitment process, leading to better hiring decisions that drive long-term organizational success.

Join us on this focused learning journey and prepare to move beyond traditional interviews and transform your interviewing approach from a general discussion to a structured, competence-based process that helps identify the best talent for your team!

This workshop is delivered by world-renowned strategic HR expert, consultant, and author, **Mostafa Azzam**, who enjoys extensive experience guiding organizations through the complexities of hiring and talent acquisition.

WHO SHOULD ATTEND

This workshop is ideal for:

- **HR Managers and Directors:** Seeking to implement a more strategic and data-driven approach to talent acquisition.
- **Recruiters and Talent Acquisition Specialists:** Looking to enhance their interviewing skills and make more informed hiring decisions.
- **Hiring Managers:** Responsible for interviewing and selecting candidates.
- **Talent Development Professionals:** Involved in designing competency models and developing employees.
- **Organizational Leaders**: Committed to building a high-performing workforce and aligning talent acquisition with business goals.
- **Individuals:** Involved in the recruitment and selection process; wanting to reduce bias, improve hiring decisions, and enhance the candidate experience.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Define** and **articulate** the core principles of competency-based interviewing, differentiating it from traditional methods.
- **Develop** a deep understanding of the key competencies required for successful job performance, aligning them with organizational goals.
- **Design** and **implement** competency-based interview questions and structured interview guides that effectively assess relevant skills and behaviors.
- **Conduct** effective competency-based interviews, eliciting compelling evidence of candidate skills and capabilities through skillful questioning.
- **Evaluate** candidate responses objectively and accurately using behavioral interviewing techniques, including the STAR method.
- **Make** confident hiring decisions based on a rigorous and consistent evaluation process, ensuring fairness and alignment with organizational needs.
- **Navigate** the legal landscape and **ensure** compliance with employment laws during the interview process, minimizing risk and promoting ethical practices.
- **Develop** a strategic plan for integrating competency-based interviewing into your recruitment strategy, fostering a data-driven and future-ready talent acquisition process.

COURSE METHODOLOGY

Throughout the workshop, participants will engage in:

- **Interactive Discussions and Case Studies:** Exploring real-world examples to gain practical insights and apply concepts to their own work.
- **Pair-Work Activities:** Collaborating with colleagues to practice interviewing skills and develop effective interview strategies, enhancing learning through peer interaction.
- **Group Exercises:** Working in teams to design interview guides, create scoring rubrics, and analyze candidate responses, fostering collaborative learning and knowledge sharing.

Transformation Pillar:
Core HR Systems & Specialized Expertise

Compensation and Rewards Management

Empowering Organizations with Strategic Rewards Management for Enhanced Talent Engagement and Success

COURSE OVERVIEW

This Compensation and Rewards Management course is designed to provide participants with a comprehensive understanding of the principles and practices involved in creating and managing effective compensation strategies. Participants will explore the role and importance of compensation and rewards in attracting, retaining, and motivating talent within organizations. Through the course, they will gain the skills to develop a fair, competitive, and transparent pay structure that aligns with business goals.

The course covers various aspects of compensation and rewards, including differentiating between types of rewards, linking rewards to performance and business strategy, and utilizing job contextual analysis to create value-based compensation structures. Participants will also learn to develop a total rewards strategy that integrates both monetary and non-monetary elements, effectively communicate the compensation policy, and measure the effectiveness and equity of the compensation system.

By the end of this course, participants will be equipped with the knowledge and tools to design and implement a comprehensive compensation and rewards system. They will be able to align rewards with organizational objectives, address current challenges in compensation management, and contribute to the overall success of their organizations by effectively attracting, retaining, and motivating talent through fair and competitive compensation practices.

WHO SHOULD ATTEND

HR professionals, compensation specialists, talent acquisition professionals, HR managers, and individuals seeking to enhance their expertise in compensation and rewards management.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Explain** the role and importance of compensation and rewards management in attracting, retaining and motivating talent
- **Apply** the principles and best practices of compensation and rewards management to create a fair, competitive and transparent pay structure
- **Differentiate** between various types of rewards, such as base pay, variable pay, equity-based compensation, benefits and non-monetary rewards
- **Link** rewards to performance, value creation and business strategy
- **Apply** a systematic and structured Job Contextual Analysis framework to create a value-based compensation structure
- **Develop** a total rewards strategy that integrates all aspects of compensation and rewards into a coherent and consistent framework
- **Implement and communicate** your compensation and rewards policy

COURSE METHODOLOGY

In this course, we employ a well-balanced approach that combines PowerPoint presentations, interactive facilitated discussions, real-world case studies, individual exercises, and collaborative group-based activities. This dynamic approach ensures the direct transfer of essential skills, relevant practical experiences, and valuable information to the participants.

Transformation Pillar:
Core HR Systems & Specialized Expertise

Job Analysis, Description, Evaluation, and Grading

From Analysis to Description, Evaluation and Grading of jobs; learn what is needed to analyse and evaluate jobs and apply the results to design, develop and maintain a pay and grading structure for your organization.

COURSE OVERVIEW

This workshop is designed to provide participants with an understanding of job analysis and job evaluation and the critical role these activities play in motivation, engagement and job satisfaction. Participants will consider the varied approaches to job analysis and evaluation and how these processes are used to design jobs that are meaningful and rewarding. The links to pay and other forms of remuneration will also be examined and participants will also explore how different compensation systems can be applied to pay and grading structures to ensure a sense of fairness and ensure high levels of productivity.

From Analysis to Description, Evaluation and Grading of jobs; this highly interactive workshop provides the practical tools and approaches you need to apply a variety of techniques to analyse and evaluate jobs and apply the results to design and develop a pay and grading structure. It is packed with case studies and critical insights and is delivered by world-class consultant and trainer, Mostafa Azzam, recognized among the Top 50 Global HR Thought Leaders You Must Follow and the Top 5 HR Influencers Shaping the Future of HR in the UAE.

WHO SHOULD ATTEND

- HR Professionals who have responsibility for influencing compensation policy and structures within their organisations
- HR Professionals who need to understand more about pay and grading structures and how they are designed and implemented
- Line Managers who make compensation/bonus decisions after completing appraisals
- HR Professionals who advise senior managers on compensation issues
- Senior Management Professionals and HR Professionals who need to have a strategic understanding and view of employee compensation

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Explain** how job analysis and job evaluation affect motivation, engagement and job satisfaction
- **Compare** approaches to job analysis and use the results to write clear, accurate job descriptions
- **Apply** job evaluation techniques to establish the relative value of jobs
- **Use** job analysis to design jobs that are meaningful and rewarding
- **Link** job evaluation results to pay and other forms of remuneration
- **Design** a fair pay and grading structure that supports productivity

COURSE METHODOLOGY

In this course, we employ a well-balanced approach that combines PowerPoint presentations, interactive facilitated discussions, real-world case studies, individual exercises, and collaborative group-based activities. This dynamic approach ensures the direct transfer of essential skills, relevant practical experiences, and valuable information to the participants.

Transformation Pillar:
Core HR Systems & Specialized Expertise

Conducting Workplace Investigations

Enhanced Techniques for Digital-First Organisations

COURSE OVERVIEW

In today's complex and diverse workplace landscape, conducting thorough, fair, and legally sound investigations is more critical than ever. This intensive three-day certification program equips HR professionals with the essential knowledge, skills, and ethical framework to navigate the intricate world of workplace investigations.

This course goes beyond generic principles, focusing specifically on the unique challenges and considerations of conducting investigations within the cultural and legal context of the GCC region. You'll gain a deep understanding of relevant GCC labor laws, cultural sensitivities, best practices, and emerging trends, including the use of AI in workplace investigations.

Through interactive sessions, real-world case studies drawn from GCC workplaces, role-playing exercises, and expert guidance, you'll learn to:

- Identify and assess a wide range of workplace complaints, from harassment and discrimination to ethics violations and policy breaches.
- Determine when an investigation is warranted and navigate informal resolution options when appropriate.
- Master the art of conducting effective interviews, gathering evidence, and documenting your findings meticulously.
- Write clear, concise, and objective investigation reports that withstand scrutiny and support informed decision-making.
- Navigate the complexities of disciplinary actions and other resolutions, ensuring fairness, consistency, and compliance with GCC labor laws.
- Understand the ethical considerations and potential challenges of using AI in workplace investigations within the GCC.

This workshop is delivered by world-renowned strategic HR expert, consultant, and author, **Mostafa Azzam**, who enjoys extensive experience guiding organizations through complex HR governance and people challenges.

COURSE OBJECTIVES

By the end of this intensive learning journey, you should be able to:

- **Conduct** workplace investigations that adhere to international legal frameworks and best practices.
- **Apply** a structured and systematic approach to investigations, from initial assessment to concluding the case.
- **Effectively** gather information, interview witnesses, and analyze evidence, demonstrating cultural sensitivity and ethical awareness.
- **Write** clear, concise, and objective investigation reports that support sound decision-making.
- **Navigate** the complexities of disciplinary actions and other resolutions, ensuring fairness, consistency, and compliance.
- **Understand** the potential benefits and challenges of AI in workplace investigations, addressing ethical considerations.

COURSE METHODOLOGY

This program utilizes a highly interactive and engaging approach to learning, blending theory with practical application. The course methodology includes:

- **Expert-Led Instruction:** Learn from an experienced HR professional and global influencer with deep knowledge of the course subject.
- **Real-World Case Studies:** Analyze case studies drawn from diverse industries and organizations across the globe, exploring challenges, best practices, and lessons learned.
- **Interactive Group Activities:** Engage in collaborative exercises, group discussions, and case study analysis to apply concepts and share insights.
- **Role-Playing Exercises:** Practice conducting interviews, communicating findings, and navigating challenging situations in realistic scenarios.
- **Practical Templates and Checklists:** Receive a comprehensive toolkit of templates, checklists, and resources to support your investigations.

WHO SHOULD ATTEND

- **HR Managers and Directors**
- **Employee Relations Specialists**
- **Compliance Officers**
- **Legal Counsel**
- **Senior Managers responsible for investigations**
- **Anyone seeking to enhance their knowledge and skills in conducting workplace investigations to international standards**

Transformation Pillar:
Core HR Systems & Specialized Expertise

Project Management Essentials for the Non-Technical Project Manager

Deliver Projects On Time, Within Scope, and With Confidence

COURSE OVERVIEW

Most professionals manage projects long before anyone calls them project managers: launching initiatives, implementing systems, running events, or leading change. This two-day program gives non-technical professionals a practical, repeatable approach to planning and delivering projects, without specialist software or technical jargon.

Participants follow a project from start to finish: initiating it with a clear charter and stakeholder map, defining scope and deliverables, building a realistic schedule and budget, managing risks and issues, leading the project team, communicating progress, and closing the project with lessons learned. Throughout, the focus is on the people side of projects, including influencing without authority and keeping stakeholders engaged.

Participants leave with a ready-to-use project toolkit: charter, scope statement, schedule, risk log, RACI chart, and status report templates.

This workshop is delivered by world-renowned HR transformation expert, consultant, and author, **Mostafa Azzam**, a certified Franklin Covey facilitator for project management, who has led major capability and transformation projects across the region.

COURSE OBJECTIVES

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

- **Initiate** projects with a clear charter, objectives, and stakeholder map.
- **Define** scope and deliverables, and control scope creep.
- **Plan** realistic schedules, budgets, and resources.
- **Manage** project risks and issues before they become problems.
- **Lead** project teams and influence stakeholders without formal authority.
- **Track** progress and communicate status with simple, effective reporting.
- **Build** a complete plan for a real project from their own work.

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 to participants' own work.
- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Plan a real project from your own work, from charter and scope to schedule, risks, and stakeholder plan.

WHO SHOULD ATTEND

This workshop is designed for:

- Professionals who lead projects alongside their main role
- HR, finance, operations, and administrative staff
- Team leaders and supervisors
- New or aspiring project managers
- Anyone who coordinates initiatives, events, or change

No prior project management experience or software is required.

Program Type:
Capability Development (12 Months)

Development Programs

12-Month Implementations That Build Lasting Capability Inside Your Organization

THE 12-MONTH JOURNEY

Built on the 70-20-10 model: 70% experience, 20% exposure, 10% education.

Months 0-1	Months 2-3	Months 4-9	Months 10-11	Month 12
1	2	3	4	5
Discover & Design	**Launch**	**Develop**	**Consolidate**	**Transfer**

PROGRAM APPROACH

Some capability cannot be built in a workshop. Leadership benches and graduate pipelines are built over months, through real work, feedback, and accountability. Our twelve-month development programs build these pipelines inside your organization, as lasting internal systems rather than one-off training events.

We have worked with major organizations across the GCC, including government and energy-sector leaders, on initiatives of this kind.

MEASURING IMPACT

Following our Learning & Delivery Strategy, every program is planned from the results backward:

- Success measures agreed with your sponsors before launch.
- Quarterly steering reviews against those measures.
- A final impact report covering behavior, business results, and talent outcomes.

ONE ACCOUNTABLE PARTNER

Every program is led end to end by **Mostafa Azzam** as principal architect, program governor, and lead facilitator:

- One accountable partner for design, delivery, and results.
- Core workshops delivered personally.
- Specialist technical workshops sourced, secured, and managed through vetted external providers, under the same governance and quality standards.
- Cost certainty across the full 12 months.
- Capability transferred to your internal teams from the start.

FROM COURSE TO PROGRAM

Our two-day design courses (pages 31 and 32) equip your HR team to design leadership and graduate programs. Our development programs build and run them with you.

Each program is scoped to your organization. Contact training@thehrtalent.com to discuss your requirements.

Program Type:
Capability Development (12 Months)

12-Month Leadership Development

A 12-Month Journey from Leading Self to Leading the Business

THE 12-MONTH JOURNEY

Built on the 70-20-10 model: 70% experience, 20% exposure, 10% education.

Months 0-1	Months 2-3	Months 4-6	Months 7-9	Months 10-12
1	2	3	4	5
Discover & Design	**Lead Self**	**Lead Others**	**Lead Change**	**Lead the Business**

PROGRAM OVERVIEW

Leadership pipelines rarely fail for lack of training. They fail when development is disconnected from strategy, real work, and accountability. This 12-month, cohort-based program develops leaders at the level your strategy needs, using what the evidence shows works: needs analysis, spaced learning, practice with feedback, coaching, and real business challenges. Separate tracks serve emerging, mid-level, and senior leaders: start with one and scale.

We have worked with major organizations across the GCC, including government and energy-sector leaders, on initiatives of this kind.

WHAT'S INCLUDED

- Four two-day modules, spaced across the year.
- Four individual coaching sessions per participant.
- Action learning projects on business challenges sponsored by executives.
- Monthly peer learning circles.
- 360 feedback and psychometric assessment at baseline, mid-point, and completion.
- A Leadership Decision Log that connects every module to real decisions at work.

ROLES & GOVERNANCE

- **We provide:** program design, delivery of all modules, assessment, coaching, and quarterly progress reporting.
- **You provide:** an executive sponsor, a program coordinator, monthly line manager check-ins, and project sponsors.
- **Together:** a steering group chaired by your sponsor reviews progress every quarter.

MEASURING IMPACT

- **Behavior change:** 360 feedback at baseline, mid-point, and completion.
- **Business results:** measurable outcomes from action learning projects.
- **Talent outcomes:** promotion, retention, and succession readiness.

WHO IT'S FOR

Emerging, mid-level, or senior leaders. Every participant receives individual attention. Scoped to your organization.

Program Type:
Capability Development (12 Months)

12-Month Graduate Development & Nationalization

A 12-Month Pathway from Graduate Intake to Job Readiness

THE 12-MONTH JOURNEY

Built on the 70-20-10 model: 70% experience, 20% exposure, 10% education.

Month 0	Months 1-3	Months 4-9	Months 10-11	Month 12
1	2	3	4	5
Design & Selection	**Induction & Foundation**	**Rotations & Mentoring**	**Placement**	**Readiness Review**

PROGRAM OVERVIEW

Graduate programs are among the most powerful ways to build national talent, and among the easiest to get wrong: unclear pathways, inconsistent assessment, and graduates who leave before the investment pays off. This 12-month program turns graduate intakes into a reliable pipeline of job-ready talent, aligned with nationalization priorities across the GCC, with clear assessment gates confirming readiness at every stage.

We have worked with major organizations across the GCC, including government and energy-sector leaders, on initiatives of this kind.

WHAT'S INCLUDED

- Program design: target roles, rotation plans, and success measures.
- Selection support and a structured induction.
- Three streams of workshops:
  - **Foundational:** professional and workplace skills, delivered personally by Mostafa Azzam.
  - **Institutional:** your organization, its strategy, and its ways of working, delivered personally by Mostafa Azzam.
  - **Technical:** role-specific skills, delivered by specialist providers we source, secure, and manage.
- Rotations with on-the-job development plans and mentoring.
- Assessment gates at months 3, 6, and 9, and a final readiness review.
- Individual development plans for every graduate.

ROLES & GOVERNANCE

- **We provide:** program architecture and governance, foundational and institutional workshops, sourcing, contracting, and quality management of technical providers, assessment, and progress reporting.
- **You provide:** a program sponsor, line managers and mentors for each rotation, and a program coordinator.
- **The result:** one accountable partner for every provider, workshop, and assessment gate.

MEASURING IMPACT

- **Retention:** graduates who stay through the program and beyond.
- **Readiness:** results at each assessment gate.
- **Progression:** placement into target roles and time to productivity.

WHO IT'S FOR

Organizations recruiting graduate cohorts, including national graduate programs. Scoped to your organization.

ACADEMY MODULES

(FOUNDATION TO STRATEGIC)

While the Flagship and Signature Programs address large-scale organizational initiatives such as AI adoption, digital HR transformation, workforce strategy, and leadership development, organizations must also continuously strengthen the capabilities of their HR professionals.

The Academy Modules in this section build essential HR competencies across the HR profession. They are commonly combined into HR academies, where organizations group modules into learning pathways aligned with career stages and organizational priorities.

Modules are organized across three levels:

Foundation Level: core knowledge and essential HR practices for early-career professionals.

Professional Level: advanced practitioner capabilities and specialist expertise for experienced HR professionals.

Strategic Level: strategic capability development for senior HR leaders responsible for workforce strategy and organizational transformation.



FOUNDATION LEVEL

(0-2 Years Experience)

Foundation

THE FUTURE OF WORK & HR'S ROLE

COURSE OVERVIEW

A strategic induction into the shifting landscape of work, moving participants from administrative mindsets to understanding the macro-forces (AI, Demographics, Gig Economy) redefining HR.

COURSE OBJECTIVES

- Identify macro trends reshaping the global workforce.
- Articulate the shift from "Personnel" to "People & Culture."
- Understand the expectations of the modern HR Business Partner.

SKELETON OUTLINE

- The 4th Industrial Revolution: AI, Automation, and Agility.
- The Evolution of HR: From Admin to Architect.
- The Rise of the Hybrid and Gig Workforce.
- **Activity:** Assessing Personal Readiness for the Future of Work

EMPLOYEE LIFECYCLE EXCELLENCE

COURSE OVERVIEW

A holistic view of the employee journey, teaching participants to view HR processes not as isolated silos but as an integrated experience from "Hire to Retire."

COURSE OBJECTIVES

- Map the 7 stages of the employee lifecycle.
- Identify "Moments that Matter" (MTM) and critical touchpoints.
- Define success metrics for attraction, development, and separation.

SKELETON OUTLINE

- The Employee Lifecycle Framework (Attract to Alumni).
- Breaking Silos: Connecting Recruitment to Onboarding to L&D.
- Designing Touchpoints: The "Peak-End" Rule.
- **Project:** Drafting a High-Level Lifecycle Map.

Foundation

HRIS MASTERY & AUTOMATION

COURSE OVERVIEW

Moving beyond data entry to understanding the strategic capabilities of modern HR Information Systems for workflow efficiency.

COURSE OBJECTIVES

- Understand the difference between "System of Record" and "System of Engagement."
- Automate routine workflows (notifications, approvals).
- Master data hygiene principles to ensure accurate reporting.

SKELETON OUTLINE

- HRIS Anatomy: Core Data vs. Talent Modules.
- Workflow Automation 101: Triggers and Actions.
- Garbage In, Garbage Out: The Cost of Bad Data.
- **Exercise:** Process Mapping a Manual Workflow for Automation.

HR TECH STACK NAVIGATION

COURSE OVERVIEW

A guide to the complex ecosystem of HR technology, helping junior HR pros understand how different tools talk to each other.

COURSE OBJECTIVES

- Map the HR technology landscape (ATS, LMS, EXP, HRIS).
- Understand integration concepts (APIs, Data Flow).
- Evaluate tools using basic ROI and usability criteria.

SKELETON OUTLINE

- Mapping the Ecosystem: Best-of-Breed vs. All-in-One.
- The "Spaghetti" Problem: Why Integrations Matter.
- User Experience (UX) in HR Tech.
- **Application:** Auditing Your Current Toolset.

Foundation

AI TOOLS FOR HR OPERATIONS

COURSE OVERVIEW

A hands-on "lab" style module focusing on the practical, daily application of Generative AI to speed up HR tasks.

COURSE OBJECTIVES

- Leverage ChatGPT/GenAI for drafting communications and policies.
- Use AI for candidate screening and sentiment analysis.
- Navigate ethical boundaries (bias, privacy) in daily use.

SKELETON OUTLINE

- GenAI Fundamentals: Prompts and Personas.
- Operational Use Cases: Writing JDs, Emails, and SOPs.
- The "Human in the Loop": Ethics and Verification.
- **Activity:** The "Prompt-a-thon" – Drafting HR Content Live.

DIGITAL WORKFLOW OPTIMIZATION

COURSE OVERVIEW

Applying Lean and Digital principles to manual HR processes to eliminate paper, identify and eliminate bottlenecks in administrative processes, and reduce cycle time.

COURSE OBJECTIVES

- Map current state processes to identify bottlenecks.
- Apply "Lean" principles to remove waste.
- Design friction-free digital employee experiences.

SKELETON OUTLINE

- Process Mapping: Swimlanes and Flowcharts.
- Waste Identification: The 8 Wastes in HR.
- Eliminating Approvals: Designing for Trust.
- **Case Study:** Redesigning the Leave Approval Process.

Foundation

EX JOURNEY MAPPING

COURSE OVERVIEW

Leveraging Design Thinking to visualize the employee experience, ensuring HR processes are designed with empathy for the end-user.

COURSE OBJECTIVES

- Apply Design Thinking principles (Empathize, Define, Ideate).
- Create Employee Personas.
- Build a Journey Map for a specific employee segment.

SKELETON OUTLINE

- Design Thinking vs. Process Engineering.
- Building Personas: Who are we designing for?
- Mapping the Journey: Doing vs. Thinking vs. Feeling.
- **Exercise:** Creating a Journey Map for "New Hires."

ONBOARDING EXCELLENCE & PREBOARDING

COURSE OVERVIEW

Transforming onboarding from "paperwork" to "people work," focusing on retention and time-to-productivity.

COURSE OBJECTIVES

- Design a pre-boarding strategy to reduce "ghosting."
- Create day-one experiences that confirm the decision to join.
- Structure a 90-day integration plan.

SKELETON OUTLINE

- The 4 C's of Onboarding: Compliance, Clarification, Culture, Connection.
- Pre-boarding: The Critical Window.
- The Role of the Buddy and the Manager.
- **Action Plan:** Designing a "Welcome Experience" Blueprint.

Foundation

ENGAGEMENT DRIVERS & PULSE SURVEYS

COURSE OVERVIEW

Moving from annual engagement events to continuous listening strategies that provide real-time insights into workforce sentiment.

COURSE OBJECTIVES

- Understand the psychology of engagement (Autonomy, Mastery, Purpose).
- Design effective pulse survey questions.
- Analyze results and move to action planning.

SKELETON OUTLINE

- Satisfaction vs. Engagement vs. Commitment.
- Pulse vs. Annual: The Continuous Listening Strategy.
- Action Planning: Turning Data into Dialogue.
- **Application:** Crafting a 5-Question Pulse Check.

STAY INTERVIEWS & RETENTION STRATEGIES

COURSE OVERVIEW

Proactive retention management using data and conversation rather than reactive counteroffers.

COURSE OBJECTIVES

- Conduct effective "Stay Interviews" with key talent.
- Analyze retention data to identify flight risks.
- Implement targeted retention interventions.

SKELETON OUTLINE

- Exit Interviews vs. Stay Interviews.
- The Stay Interview Script: What to ask and how to ask it.
- Identifying Flight Risk Indicators.
- **Roleplay:** Conducting a Stay Interview.

Foundation

STAKEHOLDER MANAGEMENT EXCELLENCE

COURSE OVERVIEW

Building political savvy and influence skills for HR professionals to navigate the organization effectively.

COURSE OBJECTIVES

- Map stakeholders by power and interest.
- Build credibility and trust with line managers.
- Manage conflicting expectations and "manage up."

SKELETON OUTLINE

- The Trust Equation in HR.
- Power/Interest Grid Mapping.
- Influencing Styles: Push vs. Pull.
- **Activity:** Completing a Stakeholder Influence Matrix.

DIFFICULT CONVERSATIONS & FEEDBACK

COURSE OVERVIEW

Equipping HR to handle the emotional and tactical aspects of sensitive conversations.

COURSE OBJECTIVES

- Apply the SBI (Situation-Behavior-Impact) model.
- Use Non-Violent Communication (NVC) techniques.
- Manage emotional reactions during performance/misconduct talks.

SKELETON OUTLINE

- The Neuroscience of Feedback (Fight or Flight).
- Feedback Frameworks: SBI and STAR.
- Radical Candor: Caring Personally while Challenging Directly.
- **Simulation:** The Disciplinary Conversation.

Foundation

VIRTUAL TEAM COLLABORATION

COURSE OVERVIEW

Techniques and tools for maintaining culture and productivity in dispersed teams.

COURSE OBJECTIVES

- Build "Virtual Trust" without physical proximity.
- Facilitate engaging remote meetings.
- Select the right collaboration tools (Async vs. Sync).

SKELETON OUTLINE

- Synchronous vs. Asynchronous Communication.
- Virtual Meeting Hygiene and Etiquette.
- Building Culture Remotely.
- **Action Plan:** Creating a "Team Charter" for Hybrid Work.

HR SERVICE DELIVERY & HRBP MODEL

COURSE OVERVIEW

Understanding how HR organizes itself to deliver value to the business.

COURSE OBJECTIVES

- Differentiate between COEs, Shared Services, and HRBPs.
- Define Service Level Agreements (SLAs).
- Understand the Ulrich Model and its modern evolutions.

SKELETON OUTLINE

- The Ulrich Model: Then and Now.
- The Role of the HRBP: Strategic Partner vs. Generalist.
- Defining the Service Catalogue.
- **Exercise:** Auditing Your HR Delivery Model.



PROFESSIONAL LEVEL

(3-5 Years Experience)

Professional

BUSINESS ACUMEN FOR HR PROFESSIONALS

COURSE OVERVIEW

Bridging the gap between HR metrics and business results, with a focus on Banking Sector Dynamics to contextualize HR within the financial value chain.

COURSE OBJECTIVES

- Interpret key financial statements (P&L, Balance Sheet, Cash Flow).
- Understand the Banking Value Chain (Front, Middle, Back Office).
- Connect HR initiatives to bottom-line financial impact.

SKELETON OUTLINE

- Finance 101: Revenue, EBITDA, and Margin.
- Sector Focus: How Banks Make Money (Interest vs. Fee Income).
- Calculating Human Capital ROI.
- **Case Study:** Analyzing an Annual Report to Identify Talent Risks.

ORGANIZATIONAL NETWORK ANALYSIS (ONA)

COURSE OVERVIEW

Using data to visualize the "invisible" organization of relationships and flows.

COURSE OBJECTIVES

- Identify influencers, brokers, and bottlenecks.
- Map collaboration patterns across silos.
- Use ONA insights for change management.

SKELETON OUTLINE

- The Formal Chart vs. The Informal Network.
- Key Roles: Hubs, Bridges, and Isolates.
- Collecting ONA Data: Passive vs. Active.
- **Activity:** Mapping Your Personal Professional Network.

Professional

COMPLEX ER ISSUES & INVESTIGATIONS

COURSE OVERVIEW

A methodology-focused course on conducting fair, rigorous, and defensible workplace investigations.

COURSE OBJECTIVES

- Structure an investigation plan.
- Conduct interviews using the PEACE model.
- Document evidence and write investigation reports.

SKELETON OUTLINE

- Triage: The Severity Matrix (What to investigate).
- The Investigation Lifecycle.
- Cognitive Interviewing Techniques.
- **Simulation:** The "He Said/She Said" Investigation Triage.

CHANGE MANAGEMENT FACILITATION

COURSE OVERVIEW

Equipping HR to lead the people side of transformations using proven frameworks.

COURSE OBJECTIVES

- Assess organizational readiness for change.
- Apply ADKAR and Kotter's 8 Steps.
- Manage resistance and identify change champions.

SKELETON OUTLINE

- The Psychology of Change (The Change Curve).
- Framework Deep Dive: ADKAR.
- Communication Planning for Change.
- **Project:** Drafting a Change Management Plan for a Tech Rollout.

Professional

PEOPLE ANALYTICS FOUNDATIONS

COURSE OVERVIEW

The transition from operational reporting (what happened) to analytical insight (why it happened).

COURSE OBJECTIVES

- Differentiate descriptive, diagnostic, predictive, and prescriptive analytics.
- Ensure data hygiene and governance.
- Formulate testable hypotheses for people problems.

SKELETON OUTLINE

- The Analytics Maturity Model.
- Data vs. Metrics vs. Analytics.
- Data Visualization Principles.
- **Exercise:** Calculating and Interpreting "Cost of Turnover."

PREDICTIVE TURNOVER MODELING

COURSE OVERVIEW

Using statistical logic to identify who is likely to leave and why.

COURSE OBJECTIVES

- Understand the variables that predict turnover (Tenure, Pay, Rating).
- Conceptually apply regression analysis to retention.
- Design intervention strategies for "High Risk" talent.

SKELETON OUTLINE

- The Cost of Turnover.
- Why They Leave: Push vs. Pull Factors.
- From Prediction to Prevention: Intervention Tactics.
- **Case Study:** Analyzing a Dataset to Find Attrition Drivers.

Professional

SKILLS-BASED TALENT STRATEGIES

COURSE OVERVIEW

Preparing for the shift from "Jobs" to "Skills," this course covers skills taxonomy, inferencing, and the internal talent marketplace.

COURSE OBJECTIVES

- Deconstruct jobs into tasks and skills.
- Differentiate between durable skills (soft) and perishable skills (hard).
- Implement an Internal Talent Marketplace.

SKELETON OUTLINE

- The Death of the Job Description?
- Building a Common Language: The Taxonomy.
- Talent Marketplaces: Unlocking Internal Mobility.
- **Application:** Deconstructing a Role into a Skill Cluster.

LEARNING ANALYTICS & ROI MEASUREMENT

COURSE OVERVIEW

Proving the value of L&D beyond "completion rates" to measuring behavior change and business impact.

COURSE OBJECTIVES

- Apply Kirkpatrick's 4 Levels of Evaluation.
- Calculate the ROI of training programs (Phillips Model).
- Isolate the effects of training from other variables.

SKELETON OUTLINE

- The "Chain of Impact" in Learning.
- Measuring Behavior Change (Level 3).
- Converting Impact to Monetary Value (Levels 4 & 5).
- **Action Plan:** Designing an Evaluation Strategy for a Leadership Program.

Professional

RECOGNITION & APPRECIATION PROGRAMS

COURSE OVERVIEW

Designing total rewards components that drive intrinsic motivation and culture, moving beyond monetary bonuses.

COURSE OBJECTIVES

- Design peer-to-peer and manager-led recognition programs.
- Balance monetary vs. social recognition.
- Ensure recognition is timely, specific, and authentic.

SKELETON OUTLINE

- The Economics of Gratitude.
- Designing a Total Recognition Strategy.
- Gamification in Recognition.
- **Project:** Designing a "Kudos" Program Framework.

PERFORMANCE CONVERSATIONS & COACHING

COURSE OVERVIEW

Shifting performance management from a backward-looking "judgment" process to a forward-looking "development" process.

COURSE OBJECTIVES

- Transition from annual appraisals to continuous coaching.
- Set agile goals using OKRs (Objectives and Key Results).
- Facilitate calibration sessions to ensure fairness.

SKELETON OUTLINE

- The Death of the Annual Review?
- The Coaching Habit: Asking vs. Telling.
- Continuous Feedback Loops.
- **Roleplay:** The Development Check-In.

Professional

INCLUSIVE LEADERSHIP PRACTICES

COURSE OVERVIEW

Developing leadership behaviors that foster psychological safety and belonging.

COURSE OBJECTIVES

- Understand the traits of inclusive leaders (Curiosity, Courage, Humility).
- Build psychological safety in teams.
- Leverage diversity for innovation.

SKELETON OUTLINE

- Diversity is a Fact; Inclusion is a Choice.
- The 6 Traits of Inclusive Leadership.
- Psychological Safety: The Foundation of Teamwork.
- **Activity:** Conducting a Personal Inclusion Audit.

UNCONSCIOUS BIAS & MITIGATION

COURSE OVERVIEW

- Moving beyond "awareness" to structural mitigation of bias in HR processes.

COURSE OBJECTIVES

- Identify common biases (Affinity, Halo, Confirmation).
- Audit HR processes (Hiring, Promotion) for bias.
- Implement "Nudges" to interrupt biased decision-making.

SKELETON OUTLINE

- The Science of Bias (System 1 vs. System 2).
- Types of Bias in the Workplace.
- Structural Mitigation vs. Individual Awareness.
- **Simulation:** The "Blind Resume" Review Exercise.

Professional

WELLBEING PROGRAM DESIGN & METRICS

COURSE OVERVIEW

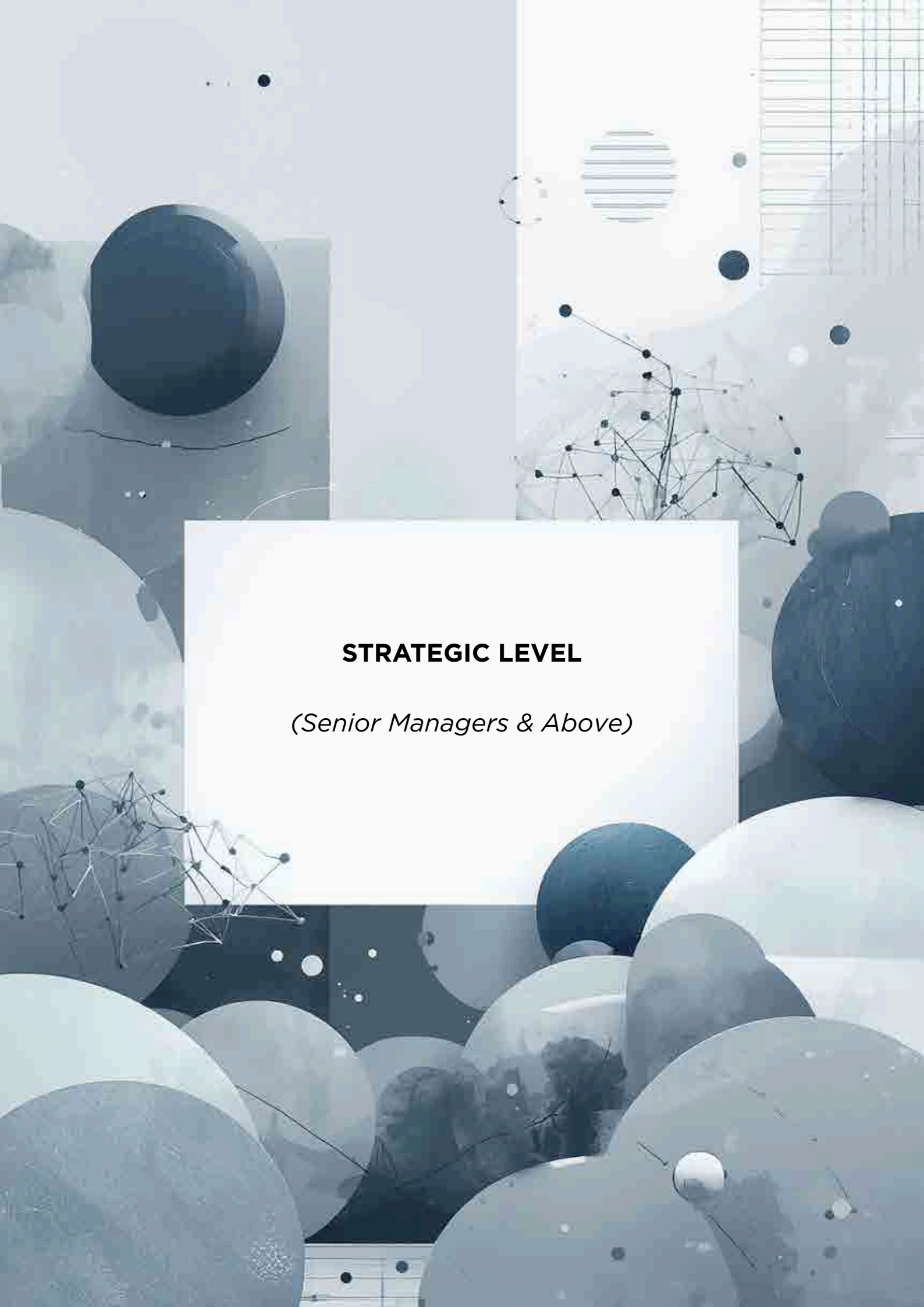
Designing holistic wellbeing strategies that go beyond "wellness weeks" to sustainable work practices.

COURSE OBJECTIVES

- Design across the 4 pillars: Physical, Mental, Financial, Social.
- Understand ISO 45003 (Psychosocial risks in the workplace).
- Measure the ROI and VOI (Value on Investment).

SKELETON OUTLINE

- From Wellness (Health) to Wellbeing (Thriving).
- Psychosocial Hazards: Workload, Autonomy, Support.
- Measuring Wellbeing Impact.
- **Application:** Auditing the Current Wellbeing Offering.



STRATEGIC LEVEL

(Senior Managers & Above)

Strategic

STRATEGIC HR PLANNING & OKRS

COURSE OVERVIEW

Aligning human capital strategy with long-term business vision using Agile goal-setting frameworks.

COURSE OBJECTIVES

- Conduct SWOT and PESTLE analysis for HR contexts.
- Cascade strategic goals using OKRs.
- Conduct scenario planning for future workforce needs.

SKELETON OUTLINE

- Strategic Analysis: Internal & External Environmental Scanning.
- Defining the HR North Star.
- OKRs: The Operating System for Strategy.
- **Exercise:** Drafting HR Strategic Pillars and OKRs.

ORGANIZATION DESIGN FOR AGILITY

COURSE OVERVIEW

- Moving beyond the "boxes and lines" of org charts to designing operating models that enable speed, flexibility, and customer centricity.

COURSE OBJECTIVES

- Evaluate different org structures (Functional, Matrix, Network).
- Understand the "Spotify Model" (Squads, Tribes, Chapters).
- Optimize span of control and decision rights.

SKELETON OUTLINE

- Org Design Principles: Galbraith's Star Model.
- Designing for Agility: Squads and Networked Teams.
- Sizing the Organization: Spans and Layers.
- **Case Study:** Redesigning a Hierarchical Team into an Agile Squad.

Strategic

CULTURE TRANSFORMATION STRATEGIES

COURSE OVERVIEW

Treating culture as an "operating system" that can be designed and managed.

COURSE OBJECTIVES

- Analyze culture using Schein's Model (Artifacts, Values, Assumptions).
- Utilize culture levers: Rituals, Stories, Symbols, Systems.
- Measure culture change progress.

SKELETON OUTLINE

- Defining Culture: "How things get done around here."
- The Shadow of the Leader.
- Culture Hacks: Small changes, big impact.
- **Exercise:** Defining "Target Culture" Behaviors.

LEADING THROUGH COMPLEXITY & VUCA

COURSE OVERVIEW

Advanced leadership capabilities for volatile and uncertain environments, focusing on sense-making.

COURSE OBJECTIVES

- Apply the Cynefin Framework to decision-making.
- Distinguish between "Technical" and "Adaptive" challenges.
- Lead teams through crisis and ambiguity.

SKELETON OUTLINE

- Understanding VUCA and BANI worlds.
- Systems Thinking for Leaders.
- Adaptive Leadership Principles.
- **Simulation:** Crisis Management Tabletop Exercise.

Strategic

STRATEGIC WORKFORCE PLANNING & SCENARIO MODELING

COURSE OVERVIEW

The "Moneyball" of HR. Using data to forecast future talent gaps and designing strategies to Build, Buy, Borrow, or Bot.

COURSE OBJECTIVES

- Conduct Supply vs. Demand analysis for critical roles.
- Differentiate between Critical Roles and Critical People.
- Create workforce scenarios (Growth, Stagnation, Transformation).

SKELETON OUTLINE

- The SWP Methodology and The 6 B's: Buy, Build, Borrow, Bind, Bot, Bounce.
- Segmentation: Identifying Impact Roles.
- Scenario Planning Methodologies.
- **Project:** Running a Gap Analysis for a 3-Year Strategy.

EMPLOYER BRAND & TALENT MAGNETISM

COURSE OVERVIEW

Treating the employee experience as a product and the candidate as a customer. Defining and activating the Employee Value Proposition (EVP).

COURSE OBJECTIVES

- Define and articulate a unique EVP.
- Manage the employer brand on digital platforms.
- Create authentic storytelling content.

SKELETON OUTLINE

- Marketing Meets HR: The Brand Funnel.
- Defining the EVP Pillars.
- Activation: Living the Brand.
- **Action Plan:** Drafting an EVP Statement.

Strategic

SUCCESSION PLANNING & TALENT MOBILITY

COURSE OVERVIEW

Mitigating leadership risk by building a robust pipeline of future leaders and democratizing internal mobility.

COURSE OBJECTIVES

- Calibrate talent using the 9-Box Grid.
- Design high-potential (HiPo) development tracks.
- Create a culture of internal mobility.

SKELETON OUTLINE

- Succession vs. Replacement Planning.
- The 9-Box Calibration Session.
- Transparency in Succession.
- **Simulation:** Facilitating a Mock Talent Review Calibration.

GIG ECONOMY & ALTERNATIVE WORKFORCE

COURSE OVERVIEW

Strategies for Total Workforce Management, integrating contractors, freelancers, and the "Open Talent Economy."

COURSE OBJECTIVES

- Integrate contingent workers into the workforce strategy.
- Manage the cultural integration of blended teams.
- Build an "On-Demand" talent strategy.

SKELETON OUTLINE

- The Rise of the Alternative Workforce.
- Total Workforce Management (TWM).
- Platforms and Vendor Management.
- **Project:** Designing a "Gig-Friendly" Engagement Policy.

Strategic

COMPENSATION PHILOSOPHY DESIGN

COURSE OVERVIEW

Defining the strategic "North Star" for how the organization rewards value, moving beyond administration to philosophy.

COURSE OBJECTIVES

- Articulate a clear Compensation Philosophy (Lead, Lag, or Match).
- Determine the optimal Pay Mix (Fixed vs. Variable).
- Design Total Rewards Statements to communicate value.

SKELETON OUTLINE

- The Philosophy: What do we pay for? (Performance vs. Competence).
- Market Positioning: Defining the Peer Group.
- Communicating Pay: The Transparency Spectrum.
- **Exercise:** Drafting a Compensation Philosophy Statement.

HR RISK MANAGEMENT & AUDITS

COURSE OVERVIEW

Adopting a governance mindset to identify, assess, and mitigate human capital risks.

COURSE OBJECTIVES

- Create an HR Risk Register (Reputational, Operational, Legal).
- Understand the "Three Lines of Defense" model.
- Conduct a mock HR audit.

SKELETON OUTLINE

- Categorizing HR Risks: Strategic, Operational, Compliance, Financial.
- The HR Audit Framework.
- Governance and Ethics.
- **Activity:** Conducting a "Pre-Mortem" Risk Assessment.

Strategic

ESG & CORPORATE SOCIAL RESPONSIBILITY

COURSE OVERVIEW

Positioning HR as the driver of the "S" (Social) in ESG, emphasizing "Why Investors Care" and sustainable work practices.

COURSE OBJECTIVES

- Understand ESG reporting standards (GRI, SASB) relevant to HR.
- Link DEI and Wellbeing to ESG targets.
- Drive authentic CSR initiatives.

SKELETON OUTLINE

- ESG Fundamentals: Why Investors Care.
- The "S" Pillar: Human Rights, Labor, Diversity.
- Reporting and Transparency.
- **Application:** Drafting the "People" Section of an ESG Report.

HR TECHNOLOGY ROADMAP & ROI

COURSE OVERVIEW

Strategic investment planning to ensure HR tech drives value, not just cost.

COURSE OBJECTIVES

- Develop a 3-year, phased Technology Roadmap.
- Make "Build vs. Buy" strategic decisions.
- Manage the "Valley of Despair" during implementation.

SKELETON OUTLINE

- Assessing Digital Maturity.
- Roadmap Phases: Foundation, Integration, Innovation.
- Change Management for Tech Rollouts.
- **Exercise:** Prioritizing Tech Investments (Impact vs. Effort).

Strategic

AI IN HR: ETHICS & APPLICATIONS

COURSE OVERVIEW

A strategic governance framework for the safe and effective adoption of AI in HR.

COURSE OBJECTIVES

- Identify high-risk vs. low-risk AI use cases in HR.
- Identify and mitigate algorithmic bias in HR tools.
- Draft an "AI Acceptable Use Policy."

SKELETON OUTLINE

- The AI Landscape: Predictive vs. Generative.
- Ethics and Governance: The "Black Box" Problem.
- The Future of the HR Profession with AI.
- **Action Plan:** Drafting an AI Governance Framework for HR.

ADVANCED PEOPLE ANALYTICS & DASHBOARDS

COURSE OVERVIEW

Advanced storytelling with data. Teaching leaders how to visualize complex data and present it to the C-Suite to drive action.

COURSE OBJECTIVES

- Apply data visualization best practices (avoiding chart junk).
- Master the art of Data Storytelling using the "Insight-Action" framework.
- Build executive-ready dashboards.

SKELETON OUTLINE

- Visual Perception and Dashboard Design.
- Segmentation and Clustering Analysis.
- Data Storytelling: Context, Visual, Narrative.
- **Case Study:** Critique and Redesign of an Executive Dashboard.

Strategic

HR INNOVATION LAB & DESIGN THINKING

COURSE OVERVIEW

Creating a culture of experimentation within HR. Using agile methods to prototype, test, and scale new HR products.

COURSE OBJECTIVES

- Apply the "Fail Fast, Learn Faster" mindset.
- Run "Sprints" and Hackathons to solve HR problems.
- Prototype, Test, and Scale solutions rapidly.

SKELETON OUTLINE

- The Agile HR Mindset.
- Running a Design Sprint (5 Days).
- Prototyping: Low Fidelity to High Fidelity.
- **Simulation**: The HR Hackathon – Solving a Wicked Problem.

LEADERSHIP & EXECUTIVE IMPACT PROGRAMS



While HR transformation requires new operating models, technologies, and workforce strategies, its success ultimately depends on leadership capability.

The programs in this section focus on strengthening the leadership, communication, and strategic decision-making capabilities required to guide teams and organizations through various transformation initiatives. These programs support leaders at multiple levels of the organization, helping them translate strategy into action, navigate change, and sustain organizational performance in an increasingly dynamic business environment.

LEADERSHIP & EXECUTIVE IMPACT

TEAM LEADERSHIP

1. **Leadership Skills for New Managers**
Builds the essential leadership, communication, and team management capabilities required for individuals transitioning into their first leadership roles.

2. **Leading High-Performing Teams**
Equips leaders with practical tools to build trust, align team goals, and create a culture of accountability and performance.

3. **Communication Skills for Leaders**
Enhances executive communication capabilities, enabling leaders to convey ideas clearly, inspire teams, and manage difficult conversations effectively.

4. **Coaching and Developing Employees**
Develops leaders' ability to coach employees, provide constructive feedback, and build a culture of continuous development.

5. **Managing Conflict and Difficult Conversations**
Equips leaders with practical techniques for addressing workplace conflict and managing sensitive discussions constructively.

PERSONAL LEADERSHIP EFFECTIVENESS

6. **Time Management and Personal Effectiveness**
Helps leaders improve focus, prioritization, and personal productivity in demanding professional environments.

7. **Emotional Intelligence for Leaders**
Strengthens leaders' awareness of emotions, interpersonal dynamics, and the role of emotional intelligence in effective leadership.

8. **Negotiation Skills for Leaders**
Develops negotiation strategies and techniques that enable leaders to achieve mutually beneficial outcomes.

STRATEGIC LEADERSHIP

9. **Strategic Thinking for Leaders**
Develops the analytical and strategic thinking capabilities leaders need to interpret complex business environments and make informed decisions.

10. **Data-Driven Decision-Making and Problem Solving**
Develops leaders' ability to use data, analytical frameworks, and structured problem-solving approaches to make informed decisions and address complex organizational challenges.

11. **Leading Organizational Change**
Provides leaders with frameworks and practical tools for managing change initiatives and guiding teams through transformation.

12. **Influencing and Persuasion Skills for Leaders**
Helps leaders strengthen their ability to influence stakeholders, communicate ideas persuasively, and build alignment across the organization.

13. **Building Resilient Leaders and Teams**
Explores strategies for strengthening resilience, adaptability, and sustained performance in demanding organizational environments.

14. **Leading in the Age of AI and Digital Transformation**
Examines how leadership roles evolve in AI-enabled organizations and how leaders can guide teams through technological disruption.





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