

Amer Maithalouni

Head of Data, AI & Digital Transformation
& Global Ambassador for the Global Council for Responsible AI, UAE Chapter

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High caliber, accomplished, and well-qualified professional with 25 years of rich experience in the domains of business transformation, strategy management, data and AI governance, data management, cloud migration, business process management, performance management, corporate development, innovation, program management, project management, change management, business analysis, and business relationship management. With a track record of contributing to achieving goals and objectives related to business excellence and growth. Result-driven professional seeking a leadership assignment to leverage multifaceted competencies and drive achievement of organizational excellence and growth, thus adding substantial value

Executive Synopsis

- Extensive experience with reputable organizations in the Middle East in diverse verticals includes the government/public sector, banking, microfinance, financial institutions, telecommunications, and higher education.
- Proficient in a wide range of corporate development facets, including strategic management, performance optimization, innovation, business process streamlining, Lean Six Sigma methodologies, change management, and project leadership. These competencies are fortified by a collection of internationally recognized certifications, such as the Project Management Professional (PMP), Certified Business Analysis Professional (CBAP), Prosci Change Management Professional, and TOGAF. Furthermore, I hold an MBA from the University of Leicester in the UK, a master's degree in manufacturing automation and digital transformation from ESCP Europe, and a Level 7 Diploma in Strategic Management and Leadership from CMI, UK. Notably, I am also working on Data and AI Ethics master's degree from the University of Edinburgh.
- Capable of anchoring and managing complex assignments, building & managing teams, and deploying industry-standard methodologies, frameworks, and processes to deliver all goals and objectives through effective strategizing, planning, resourcing, and execution.
- A proactive and achievement-driven professional with a strong work ethic and integrity. In addition to his excellent communication (i.e., with C-level executives, managers, and customers), storytelling, influencing, problem-solving, decision-making, planning, and executing skills.
- Recognized as a top-level expert who can provide advisory services and consultancy to executives, business leaders, and governs the business needs and requirements, and advises on execution strategy, and leads the development and deployment of functional programs or initiatives within their own field or across multiple specialties.
- Solves unique and ambiguous problems with broad impact; typically oversees standards, controls, and operating methods that have a significant financial and operational impact within the context of their field, and uses innovative thinking to develop new solutions
- Identifies and leads problem resolution for project/program complex requirements related issues at all levels and impacts the technical or functional direction and resource allocation of part of an enterprise function or business unit
- Engages stakeholders to act; Serves as a source of expert advice, influences, and leads change; frames information in a broader organizational context, and provides leadership guidance, makes recommendations, and collaborates with business to ensure solutions meet the business needs on a complex project or program
- Navigating through the dynamic landscapes of various industries, my ability to establish and sustain strategic professional relationships has not only enhanced organizational networks but also facilitated mutually beneficial partnerships across different sectors.
- As an advocate for constructive conflict resolution, my strategies are imbued with a balanced approach, ensuring that disputes are mitigated with fairness and that resolutions align with organizational objectives and team harmony.
- Dedicating myself to the mentorship and development of emerging professionals, my approach emphasizes empowering individuals with the knowledge and skills to navigate through complex organizational ecosystems.
- In a perpetual pursuit of innovation, I consistently advocate for a culture of inventive thinking, encouraging teams to transcend conventional norms, embrace disruptive technologies, and envision future-ready business models.
- Proven ability to act as a Strategic Technology Advisor, leveraging a deep understanding of IT landscapes and customer priorities to drive digital transformation aligned with strategic business goals.
- Established a track record of fostering trusted relationships with C-level executives and decision-makers, particularly in the Qatar Government and Public Sector, to deliver impactful technology-driven business outcomes.

Top Skills

- **Digital Transformation Leadership:** Exemplifying visionary digital transformation leadership, I adeptly navigate enterprises through the intricate digital landscape, spearheading technology adoption and innovation, while ensuring strategic alignment with overarching business objectives to drive sustainable growth and excellence.

- **Information Governance & Management** – 7+ years initiating, establishing, and leading Information Governance and Management, including developing and implementing Data Governance frameworks and methodology.
- **Cloud Adoption** – 3+ years in establishing capabilities and processes for cloud computing services to improve operational efficiency, scalability, and cost-effectiveness by utilizing cloud services.
- **Digital Strategy** – 7+ years in road mapping, planning, and reviewing strategies of different kinds supporting the digital transformation journey
- **Program Management** – 10+ years initiating and managing programs for **business and digital transformation**, process improvement & automation, & 16+ in managing projects. Earned PMP in 2010, MBA in 2017, & a diploma in 2017.
- **Budget Management** – 6+ years preparing the ICT budget, including the outflow cash & payment forecast/schedule
- **Stakeholder Management** – Experienced in organizing, monitoring, and improving relationships with stakeholders, including but not limited to, identifying stakeholders, analyzing their needs and expectations, and engaging them.
- **Change Management** – 6+ years applying the best practices in change management (i.e., Prosci/ADKAR Model) for leading the people side of change to achieve the desired outcomes. Earned Prosci Change Practitioner Certificate in 2019.
- **Multilevel Collaboration** – 14+ years working with stakeholders from different levels (i.e., including c-level) and backgrounds to achieve goals and align with the strategy.
- **Scrum and Agile Methodologies** – Applying agile methodologies in process automation programs.
- **Tactical Planning and Execution** – Experienced in breaking down the strategic plan into more short-term, specific, and deliverable tactics and short-term plans.
- **Cloud and Enterprise Solutions Expertise:** Expertise in Microsoft Azure Cloud adoption, Modern Workplace solutions, and Microsoft Dynamics 365 for enterprise digital transformation.
- **Strategic Innovation and Solution Development:** Demonstrated ability to translate complex business goals into innovative technical solutions and develop multi-horizon strategic roadmaps for AI and security initiatives.
- **Leadership and Team Collaboration:** Extensive experience in orchestrating cross-functional teams to execute transformative technology programs that address customer needs and enable new business models. Over 10 years of leadership experience providing coaching, mentoring, and guidance to teams, fostering a collaborative environment to maximize efforts and achieve strategic goals effectively.
- **Risk Assessment, Risk Management, and Monitoring** – Applying the best practices in identifying, assessing, managing, and monitoring risks, whether operational or related to the programs/projects.
- **Analytical Problem Solving** – Experienced in examining the information or a situation in detail, analyzing them, and then making recommendations or solving a problem.
- **Project Workflow Optimization** – Initiated and led projects to define, document, and improve the PM processes.
- **Team Management and Supervision** - 10+ leading teams in programs, projects, and manager on three occasions
- **Business Analysis/Business Architecture** – 17+ identifying business needs and determining solutions to business problems. This includes but is not limited to software-system development, organizational change, and policy development. Earned CBAP, Lean Six Sigma BPTrend BPM, and other certificates.
- **Process Improvement** – 17+ years leading process improvement targeting different functions and organizations
- **Interpersonal Communication** – Applying processes and practices of exchanging ideas and information.
- **Service Management:** Experienced in enhancing and applying first-line support (Lo/L1), SLA governance, and IT service performance metrics to enhance user satisfaction and operational efficiency.

Methodologies, Frameworks, and Knowledge Areas

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|---------------------------|-------------------------------|----------------------------|
| ✓ Data Management | ✓ Cloud Governance | ✓ Business Relations |
| ✓ Data and AI Governance | ✓ Data Classification | Management – BRMI |
| ✓ Artificial Intelligence | ✓ Program Management – PMI | ✓ ERP – GL, AP, AR, Fixed |
| ✓ Data & AI Ethics | ✓ Project Management – PMI | Assets, Procurement |
| ✓ Cloud Adoption | ✓ Digital Transformation | ✓ SDLC – Waterfall, Scrum, |
| ✓ Master Data Management | ✓ Change Management – Prosci | Agile & Playback |
| ✓ Enterprise Data Catalog | ✓ Business Transformation | ✓ Procurement and Vendor |
| ✓ Data Retention | ✓ Business Excellence – EFQM | Management |
| ✓ Information Management | ✓ Lean Six Sigma | ✓ ITIL, COBIT |
| ✓ Knowledge Management | ✓ Business Process Management | ✓ Assets Management |
| ✓ Data Quality | – BPTrends | |
| ✓ Data Analytics | ✓ Business Analysis – IIBA | |
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Key Achievements and Contributions

- **Garnered 25 years of work experience** in managing and leading organizational change, business architecture, and business processes.
- **Dedicated over 15 years** to project management, managing teams and initiatives focusing on business and digital transformation.
- **Successfully initiated and led the CLOUDZ program** for cloud adoption at Ashghal, which included establishing the Cloud Business Office, building teams, initiating projects, developing processes, and building capabilities.
- **Successfully initiated and led the MAALOMATY program** for Enterprise Information Management at Ashghal, including establishing the Enterprise Information Management Office and other vital capabilities.
- Initiated and led **7 business and digital transformation programs**, managing various aspects such as cost, schedule, quality, performance, processes, and vendor management.
- Managed and delivered over **50+ projects** as a program manager, project manager & team Leader, sparking organizational change and realizing desired business value.

- Achieved cost savings exceeding **100m+ QAR** with a former employer, along with attaining desired business values for two automation programs.
- **Played a pivotal role** in establishing and optimizing a **new Project Management Office (PMO)** process for two organizations, including the development of project management documents, methodologies, and the establishment of a highly effective PMO. This effort led to a remarkable project completion rate, effective oversight of a diverse project portfolio, and a substantial increase in customer satisfaction.
- Managed and led teams of over **30 members** with more than **14+ years** of managerial experience in various roles.
- **Enhanced the business relationship** between the IT service providing department and other stakeholders at Ashghal, establishing a strategic relationship to achieve goals and fulfill stakeholder needs.
- **Established business process and business analysis capabilities thrice** and set up the business relationship management and change management function at Ashghal.
- **Contributed to the establishment of the enterprise architecture function in two organizations**, defining required business processes and establishing the business architecture layer and its components.
- **Led the development of a robust business architecture framework**, resulting in substantial reductions in process bottlenecks and project delivery time through the implementation of critical architectural improvements.
- **Amassed 25+ years** of experience in Information Technology across diverse industries, e.g., Telecommunication, Financial institutions, Banking, and Government.
- **Accumulated 18+ years of business analysis and business process analysis/improvement/management** experience.
- **Possess 12+ years** of adept technical skills in systems design, integration, application development, data migration, reporting, analytics, analysis, design, interfacing, and database application development in Oracle DB, Forms & Reports.
- **Have 12+ years** of technical knowledge and experience in ETL, data transformation, and data migration projects, with **5+ years** in data warehouse analysis, design & support across varied industries.
- **Wield 12+ years of experience in SOA & BPM** projects in platforms like OpenText AppWorks, IBM Websphere Process Server & Blueworks.
- **Orchestrated the Cloud Evolution** by meticulously architecting and realizing the Cloud Business Office (CBO) through the forward-thinking CLOUDZ program, transforming the company's operational backbone.
- **Conceived and realized the Enterprise Information Management Office (EIMO)** and the MAALOMATY program, turning data into a critical corporate asset through rigorous data quality and management systems.
- Implemented data governance practices, leading to a significant reduction in compliance issues and fostering a data-driven culture that improved data quality.
- **Initiated, lead and steered the ATMATAH program** towards operational refinement, achieving up to a stellar 90% savings in process time and significantly boosting functional efficiency across various functions.
- **Provide comprehensive details on efficiency gains**, significant cost savings, and tangible process optimization outcomes that directly and positively impacted critical business goals.
- **Led two pioneering programs, CLOUDZ and MAALOMATY**, and managed related projects, enhancing organizational capacities in digital integration and information management.
- **Revitalized fiscal streams and bolstered the organization's revenue** and collection mechanisms via the ATMATAH program, impacting **18 services** and interfacing with over 100k customers.
- **Commanded the Data and Analytics team** in developing and sustaining Ashghal's Enterprise Data Warehouse and advanced dashboards, reinforcing strategic foundations with data-informed decision-making matrices.
- **Established the Pioneering Center**, nurturing an ecosystem for innovative products, services, and processes, and emphasizing open innovation through strategic partnerships and collaborations.
- **Initiated and integrated a comprehensive Business Process Management (BPM)** methodology within Ashghal, instigating an organizational commitment to BPM practices and governance norms.
- **Steadfastly led and occasionally spearheaded EFQM internal assessments**, keeping a firm focus on process excellence and ongoing organizational enhancement.
- **Augmented synchronization between strategic objectives and core capabilities** by interlinking business processes, information, application, and technology capabilities into an elegant enterprise architecture.
- **Engaged in exploring and scoping emerging technologies**, shaping the annual ICT project budget and ensuring it remained synchronized with both business demands and the overarching ICT roadmap.
- **Managed Ashghal's IT service portfolio**, ensuring strategic alignment with ISD partners and infusing customer-centric practices within the IT service paradigm.
- **Founded the pioneering center and initiated the EmergePioneer Program**, forming a structured framework that nurtured creative solutions and fostered a culture embracing innovative methodologies.
- **Launched Ashghal's digital transformation journey (Ashghal 4.0)**, facilitating a monumental shift towards a tech-integrated future by crafting a framework for digital transformation.
- **Led the digital transformation journey**, facilitating a monumental shift towards a tech-integrated future and orchestrated digital initiatives that drove significant business growth.
- **Orchestrated the formation of a High Committee and Executive Committees** focusing on strategy, process, change management, data, and technology, directing strategic initiatives and ensuring precision in organizational transformation.
- **Actively steered the digital transformation roadmap and strategy**, ensuring the tactical application of technology was aligned with core organizational objectives.
- **Thoroughly explained how IT strategies significantly contributed to achieving organizational goals** and meticulously detailed the tangible impact of IT initiatives on the attainment of strategic objectives.

- **Spearheaded the development of a comprehensive corporate policy governance and document framework**, streamlining the policy lifecycle for compliance and relevance.
- **Demonstrated strong ownership of policy execution and corporate document governance**, and proactively executed strategic improvement initiatives to enhance BPM and Corporate Documents Governance functions, leveraging best practices and assessment insights.
- **Actively participated in performance assessments, identifying performance gaps**, and offering innovative solutions to enhance operational effectiveness.
- **Played a pivotal role in shaping organizational transformation through comprehensive organizational structure studies** and alignment with strategic direction.
- **Led an innovation team**, bringing and assessing innovative ideas and implementing forward-looking strategies.
- Led initiatives to drive AI adoption, governance and security enhancements, enabling customers to do business in new and transformational ways.
- Successfully developed and presented customer-centric technology roadmaps, fostering long-term trusted partnerships with key stakeholders and decision-makers.
- Generated demand for new technology initiatives by leveraging industry best practices, addressing customer pain points, and delivering actionable solutions.
- Led comprehensive Data and AI governance strategies, embedding ethical AI practices, lifecycle management, regulatory compliance, bias detection, and AI explainability frameworks.
- Established a roadmap for data monetization, quality assurance practices, interoperability standards, and strategic analytics dashboards, driving responsible and integrated AI deployment.

Education

- ✓ Master of Science Data and Artificial Intelligence Ethics (2026), University of Edinburgh, UK (*In Progress*)
- ✓ Executive master's in manufacturing Automation & Digital Transformation (2021), ESCP Business School, UK
- ✓ Master of Business Administration (2017), University of Leicester, UK
- ✓ CMI Level 7 Diploma in Strategic Management & Leadership (2017), Chartered Institute of Management, UK
- ✓ Bachelor's in computer science (1999), The Hashemite University, Jordan

Certifications

- ✓ Certified Business Analysis Professional (CBAP), 2021, IIBA
- ✓ Prosci Change Practitioner, 2019, Prosci
- ✓ LZA-SOA Architect, 2013, ZapThink
- ✓ TOGAF 9.1, 2012, The Open Group
- ✓ BPM Professional Certificate, 2011, BPTrends Associates,
- ✓ Project Management Professional (PMP), 2010, PMI
- ✓ Lean Six Sigma, 2021
- ✓ AA RPA Business Analyst, 2021, Automation Anywhere

Other Skills

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|--------------------------------|---|----------------------------------|-------------------------------------|
| ✓ Business Transformation | ✓ Requirement Elicitation, and Management | ✓ Cloud Computing | ✓ Business Process Architecture |
| ✓ Corporate Strategy Execution | ✓ Policies, SOPs and Procedures | ✓ Business Process Reengineering | ✓ Advances SQL |
| ✓ Terms of Reference (TOR) | ✓ Risk Management | ✓ Business Analytics | ✓ Resource Management |
| ✓ EFQM Excellence Model | ✓ Benchmarking and Innovation | ✓ Governance | ✓ Requirement Planning |
| ✓ PMO & EA Processes | ✓ ICT Strategy | ✓ Solution Verification/Testing | ✓ Project Planning |
| ✓ Negotiation | ✓ Demand Management | ✓ CRM | ✓ Microsoft Project |
| ✓ Project Scheduling | ✓ Public Speaking | ✓ Microsoft Office | ✓ Vendor Management |
| ✓ Conflict Management | ✓ Solution Design | ✓ Forecasting | ✓ Feasibility Study |
| ✓ Training | ✓ Key Performance Indicators (KPIs) | ✓ Mentoring/ Coaching | ✓ Customer Engagement |
| ✓ Business Cases | ✓ Data Architecture | ✓ Service Level Agreement (SLA) | ✓ Banking |
| ✓ Database Administration | ✓ Big Data | ✓ Database Development | ✓ Internet of Things (IOT) |
| ✓ Robotics | ✓ Artificial Intelligence (AI) | ✓ Machine Learning | ✓ Robotics Process Automation (RPA) |
| ✓ Additive Manufacturing | ✓ PowerBI | ✓ Deep Learning | ✓ M Language |
| ✓ Business Intelligence | ✓ Data Privacy | ✓ DAX | ✓ DAMA-DMBOK |
| ✓ Python | | ✓ Data Management | |
| ✓ Digital Transformation | | ✓ Knowledge Management | |
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Work Experience (Detailed)

Public Works Authority, Doha- Qatar

Head of Data & Digital Transformation

Dec 2015 – Aug 2021 & Jun 2022 – Present

Highlights:

Digital Transformation

- ✓ Initiated Ashghal's digital transformation journey (Ashghal DX), establishing frameworks and strategies that drove operational efficiency, enhanced revenue, and ensured alignment with evolving digital landscapes.
- ✓ Designed and executed multi-horizon transformation roadmaps, integrating AI solutions, cloud technologies, and innovative approaches to achieve strategic objectives.
- ✓ Orchestrated the formation of governance structures (High and Executive Committees and DTO) to oversee strategy, process optimization, and technology adoption, ensuring organization-wide alignment.
- ✓ Championed Agile and Design Thinking methodologies for project planning, fostering innovation, adaptability, and continuous evaluation.
- ✓ Initiated the Emerge-Pioneer Program and established a pioneering center, spreading a culture of innovation and delivering creative solutions to drive organizational transformation.
- ✓ Directed change management strategies to ensure seamless adoption of digital initiatives and fostered collaboration across departments.
- ✓ Managed digital portfolios, aligning projects with strategy, optimizing resources, and defining KPIs to measure the impact and effectiveness of transformation efforts.

Data and AI

- ✓ Designed and implemented comprehensive strategies for data governance, AI integration, and advanced analytics, transforming data into a core corporate asset and fostering data-driven decision-making. Led initiatives such as the MAALOMATY program and the establishment of the Enterprise Information Management Office (EIMO) to enhance data quality, accessibility, and governance.
- ✓ Defined the structure, objectives, and governance frameworks of the AI Office, enabling transformational AI adoption while ensuring ethical implementation and compliance. Facilitated collaboration between IT and business units to align AI initiatives with strategic priorities.
- ✓ Developed and implemented a robust Knowledge Management framework to capture, share, and leverage organizational knowledge, enhancing collaboration and innovation across departments.
- ✓ Championed the creation of ethical AI governance frameworks to mitigate risks, ensure compliance, and position the organization as a leader in responsible AI adoption while achieving measurable business outcomes.
- ✓ Developed and implemented Data and AI governance frameworks, aligning with local standards and laws and international frameworks like DAMA.
- ✓ Established comprehensive governance controls for the entire AI lifecycle management.
- ✓ Implemented EDC projects, and oversaw comprehensive metadata management, data lineage tracking, and implemented data interoperability standards for seamless AI integration.
- ✓ Establish framework to ensure compliance of AI training datasets with data protection, security, and consent policies.
- ✓ Developed a comprehensive plan for data commercialization strategies, aligning monetization with ethical guidelines and regulatory compliance.
- ✓ Establish a project to create BI & AI-driven dashboards to monitor governance KPIs, AI model performance, and compliance metrics.
- ✓ Conducted workshops and training to disseminate Data and AI governance best practices, fostering cross-functional collaboration among AI stakeholders, and business stakeholders.
- ✓ Identified and implemented automation opportunities for AI model validation, governance controls, and compliance reporting.
- ✓ Launch a project to integrate AI ethics principles explicitly into public service delivery models.
- ✓ Developed and integrated AI governance architecture within enterprise digital transformation roadmaps, ensuring responsible AI deployment across services.
- ✓ Led alignment of data governance initiatives with business objectives and regulatory compliance.

Cloud Adoption

- ✓ Directed the CLOUDZ program, transitioning Ashghal to a cloud-centric technology approach by establishing the Cloud Business Office (CBO) and enabling scalable, secure, and cost-effective solutions.
- ✓ Designed policies, frameworks, and strategies for seamless cloud integration and operational excellence, leveraging emerging technologies to stay at the forefront of industry advancements.
- ✓ Fostered a culture of continuous learning within teams, enhancing cloud capabilities through targeted training and development programs.
- ✓ Managed cloud adoption budgets, aligning resource allocation with ROI goals and ensuring adherence to compliance standards.

Innovation and Emerging Technologies

- ✓ Conceptualized and implemented a groundbreaking innovation strategy, aligning technology adoption with the organization's evolving vision.
- ✓ Established a Pioneering Lab as a hub for creativity and experimentation, fostering a culture of rapid prototyping and innovation.
- ✓ Built strategic partnerships with industry leaders, academia, and startups to drive collaborative projects and gain early access to emerging technologies.
- ✓ Developed an innovation governance framework to streamline project selection, resource allocation, and risk management.

Business Process Management and Analysis

- ✓ Established enterprise-level business process analysis methodologies and delivered comprehensive process architectures that streamlined operations and improved efficiency.
- ✓ Led the ATMATAH program, achieving up to 90% process time savings and significantly enhancing organizational performance.
- ✓ Defined and implemented a corporate BPM methodology, establishing governance standards and a centralized process documentation portal.
- ✓ Provided oversight for digital care operations including service desk governance, ticket lifecycle management, and automation of support functions to ensure SLA compliance and reduce repeat incidents.
- ✓ Conducted EFQM internal assessments, driving continuous improvement and aligning processes with strategic goals.

Team Leadership and Change Management

- ✓ Built and managed cross-functional teams, defining roles, responsibilities, and structures to drive innovation and digital transformation initiatives.
- ✓ Provided leadership and coaching for Business Analysts, BPM developers, and Change Managers, fostering a high-performance culture.
- ✓ Optimized vendor relationships, project timelines, and communications, ensuring delivery of impactful solutions aligned with organizational goals.
- ✓ Applied Prosci/ADKAR methodologies to drive successful adoption of digital transformation and AI initiatives, fostering a culture of adaptability and resilience. Delivered stakeholder engagement through targeted communication strategies and training programs.

Global Council for Responsible AI UAE Chapter, Abu Dhabi, UAE

Global Ambassador for the Global Council for Responsible AI

Feb 2025 till Present

My responsibilities of this *voluntary position* are as follows:

- ✓ - Establish & Lead Local Chapters – Drive engagement and promote responsible AI initiatives regionally.
- ✓ - Advocacy & Thought Leadership – Represent GCRAI at events, fostering ethical AI discussions.
- ✓ - Collaboration & Partnerships – Work with governments, corporations, and academia to develop AI governance frameworks.
- ✓ - Education & Standards Development – Contribute to AI ethics certifications, training, and testing labs.
- ✓ - Fundraising & Community Building – Secure resources for council initiatives and expand global impact.

Roads and Transport Authority, Dubai - UAE

Advisor

Sep 2021 – May 2022

Highlights:

- **Policy Execution**
 - ✓ Demonstrated strong ownership of RTA Agencies/Sectors to ensure the full and effective execution of policies and their associated frameworks.
 - ✓ Overseeing corporate documents policies and ensuring their consistent implementation across the organization.
- **Strategic Improvement Initiatives**
 - ✓ Proactively proposed and executed improvement initiatives aimed at enhancing and empowering the roles of BPM and Corporate Documents Governance functions within RTA.
 - ✓ Leveraged best practices, benchmarking, and insights from assessment or audit reports to drive these initiatives, resulting in elevated performance and efficiency.
- **Project Leadership**
 - ✓ Displayed adept project leadership skills by effectively managing assigned projects in alignment with RTA's project management methodology.
 - ✓ Ensured projects were completed within defined timelines and scope, meeting strategic objectives and contributing to organizational success.
- **Performance Assessment and Solutions**
 - ✓ Actively participated in and led performance assessment teams, skillfully identifying performance gaps and offering innovative and unconventional solutions.
 - ✓ These solutions were instrumental in addressing challenges and enhancing overall operational effectiveness.
 - ✓ Advised on optimizing service management and governance processes, contributing to improved service quality, user experience, and technical support readiness for audits.
- **Organizational Transformation**
 - ✓ Conducted comprehensive Organizational Structure studies, recommending and implementing new structures and operating models.
 - ✓ Played a pivotal role in shaping the future plans of multiple business and technology departments, fostering alignment with RTA's strategic direction.
- **Innovation Leadership**
 - ✓ Led an innovation team that successfully assessed numerous innovative ideas.
 - ✓ Orchestrated the development and implementation of forward-looking strategies for selected ideas, contributing to a culture of innovation within the organization.
- **Corporate Policy Governance and Document Framework**
 - ✓ Spearheaded the development of a comprehensive framework for corporate documents, encompassing the entire lifecycle of corporate policies and procedures.

- ✓ This framework streamlined the creation, review, approval, implementation, and governance of policies and procedures, ensuring compliance and relevance.

German International Safety & Security LLC, Abu Dhabi - UAE

Senior Business Process Specialist

Apr 2015 – Oct 2015

- ✓ Participated in a BPM transformation program, developed BPM strategy covering the entire program scope, and provided subject matter expertise and consulting services in various areas of business process management.
- ✓ Defined business requirements for portals, CRM, fire alarm systems, and content management system
- ✓ Identified, defined, and documented vital business processes and business requirements.
- ✓ Developed and documented the Business Use Cases for business applications and work with IT teams to translate complex business requirements into technical specifications through technical walkthrough meetings.
- ✓ Facilitated structured root-cause analysis, requirements, and brainstorming sessions.
- ✓ Developed & maintained the Business Process Architecture (at different levels) and established Process Performance Measurement system to measure the defined processes starting from the strategic level to the operational level.
- ✓ Developed a Process Governance framework to ensure sustainable process improvement.
- ✓ Developed business policies, procedures, SOPs, RACI, Org Charts & level of authority
- ✓ Measured performance against process requirements, conducted root cause analysis and then aligned improvement to performance shortfalls.
- ✓ Facilitated improvement project among the teams and subject matter experts to analyze business processes, identify deficiencies, control, and integrate the business processes with other business processes and sub-processes.

Panda Retail Company, Jeddah - KSA

Business Process Improvement Manager

Feb 2015 – Apr 2015

- ✓ Worked on establishing a BPM Center of Excellence (CoE) and building capabilities required for BPM projects.
- ✓ Developed a BPM strategy and implementation roadmap for 2015 – 2018 and acquired talent to build a BPM team.
- ✓ Formulated BPM methodology, processes, and templates comply with industry standards and best practices.

Roads and Transport Authority, Dubai - UAE

Senior Business Process Architect/ Org. Development Manager

Oct 2013-Feb 2015

- **Aligning Corporate Strategy with Governance Initiatives and Goals**
 - Developed and aligned corporate strategy with governance initiatives, ensuring harmony with business processes and objectives.
 - Created governance plans, policies, frameworks, and methodologies according to international standards and best practices, consistent with the RTA strategy and plans.
 - Provided expert advice on governance projects to raise awareness and maturity levels within RTA, aligning with industry best practices.
- **Supporting Strategic Goals and Organizational Development**
 - Provided essential support to achieve strategic objectives by aligning organizational development opportunities with strategic directions.
 - Conducted in-depth internal analysis to identify strengths and weaknesses while considering external opportunities and risks.
 - Participated in the preparation of development and improvement plans aimed at enhancing business performance and customer satisfaction.
- **Governance Plans and Policies Development**
 - Developed governance plans, policies, frameworks, and methodologies in line with best practices and international standards.
 - Ensured alignment with RTA's strategic plans and objectives, providing guidance on governance projects and initiatives.
- **Process Management and Improvement**
 - Managed the review and enhancement of over 250 business processes across three sectors and agencies of RTA using IBM Rational System Architect.
 - Delivered a comprehensive set of more than 30 documents, including corporate policies, procedures, manuals, and studies.
 - Developed and implemented processes and policies related to knowledge management.
 - Defined and updated key processes, policies, and procedures, including Knowledge Management, innovation, strategy management, corporate performance, corporate development, and process improvement.
 - Supported business excellence assessments (DGEP).
- **IT Process Optimization**
 - Delivered diverse processes in information technology, covering infrastructure, IT and enterprise architecture, IT services procurement, asset management, building and facilities, maintenance, and service delivery.
 - Developed a business process architecture covering levels 1 to level 3 for over 80 processes.
 - Defined a comprehensive set of more than 100 process KPIs in accordance with RTA's standards.

Riyadh Bank, Riyadh - KSA

Senior Business Process Architect and Project Lead

Jun 2010 – Oct 2013

- ✓ Assigned as a business process analyst and worked on understanding the current state (As-Is) of business processes, analyzing and redesigning the business processes (To-Be), and implementing it through its applications and/or required

business changes. Defined the business processes of IT, banking operations, and customer service using IBM Blueworks Live.

- ✓ Delivered BPM/BPMS solutions applying BPM methodology and using IBM Blueworks Live & Team Edition
- ✓ Developed and produced business analysis deliverables – business requirements documents, use cases, functional and non-functional requirements, mockups & business processes – for eCorp (e-channel for corporate banking), remote banking, customer service, and operations.
- ✓ Worked closely with the other technical teams (Architects, Security, EA, and Testing) throughout the SDLC
- ✓ Developed a catalog of business services/functions as part of the bank's business architecture and developed a new methodology to define business services and functions.
- ✓ Participated in several key projects related to the data warehouse, business intelligence, general ledger (GL), reconciliation, and database support, and served as a solutions & data architect and database designer.
- ✓ As a change manager, received, reviewed, analyzed, and classified the business demands and change requests and ensure they are on track.
- ✓ Owned and managed all changes to the data models. Created data models, solution designs, and data architecture documentation for complex information systems.
- ✓ Effectively articulated reasoning for data model design decisions and strategically incorporated team member feedback to produce the highest quality data models.
- ✓ Gathered business requirements, working closely with business users, project leaders, and developers. Analyzed the business requirements and designed conceptual and logical data models.

Before that

- **Jan 2006 – Jun 2010: Business Process Architect & Project Lead, Ministry of Municipality, Qatar**
- **Nov 2001 – Jan 2006: Business Analyst / Project Manager, Delta Informatics, Amman – Jordan**
- **Nov 1999 – Oct 2001: Application Developer, Various, Amman – Jordan**