

Behaviour Report

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The Behaviour Report focuses on the way you work, and gives you the opportunity to provide evidence of how your approach meets the Chartered Fellow standards. Please refer to the Candidate Guidance Pack for information on how to complete this report.

The examples you provide in this report should be predominantly from the last five years. They will be discussed in more detail at your Professional Discussion, so you should use examples that you're confident talking about. They could be from an organisation you've been employed by in the last five years, or from client organisations you work with as a consultant. Use different examples where you can, although it's likely that there will be some overlap of examples across the questions.

Please keep to the word counts for each box. Anything more than 10% over the word count will be disregarded. There are 12 questions to complete.

Ethical practice

Ethical practice: Building trust by role modelling ethical behaviour, and applying principles and values consistently in decision-making.

Please note that there is one question to complete in this section.

Describe a time when you have encouraged ethical decision making or ethical governance in your work.

As a HR Head of biggest Food & Beverage company of KSA AlOlayan Group, Burger King, Texas Chicken, Buggalo wings and Pizza 10 with a total annual operating cost of 1.2 Billion SAR, I was tasked to drive business transformation. My scope icnlded 6 countries and after my iniialial assessment I realised that I have to work on Code of Conduct and Govwernance Model to ensure Business Transformation is effective.

Years of mismanagement and poor culture was causing pilferages and lack of Govsrnance and code of conduct was impacting employee motivation and customer loyalty. I tasked a team of cross functional team to set up code of conduct benchmarked to the international standards. The same was sent for management approval and I got it approved from the CEO and Chairperson.

Once the approval was obtained, I created a task force to organise road shows and durther worked closely with the Business Heads to cascade the Code of Conduct and Governance model reaches the last person of the organisation the front line employees.

I also created reward structure & penalties for violaters. The impact is extremly positive to employee engagement which is now 80% and customer foot fall increased by 20%.

Professional courage and influence

Professional courage and influence: Showing courage to speak up and skilfully influencing others to gain buy in.

Please note that there are two questions to answer in this section. Please scroll down to ensure that you complete all the required elements.

Describe a time when you challenged senior colleagues to do the right thing.

Al Olayan is the biggest Food & Beverage company of Middle East with Headquartered in Riyadh, Saudi Arabia. Despite owning biggest brands the organisation revenue was depleting by 30%. Board of Directors & owners had recommended complete change in leadership team so that the business is revamped to old 2 Billion SAR per annum.

As a HR Head, I proposed Business Transformation from Audit of Operation, quality checks and review of operations business model and KPI's. The management was apprehensive, I created a Strategy focus group team and reviewed the current business model and incorporated world's best practices.

I along with the CEO pushed to revamp business to 2 Billion SAR, also I wanted to retain as many high performing resources. After influencing the top management and seeking approval, I started the Business Transformation from Operation. I reviewed all the performance measurement matrix, created performance coaches, reviewed customer feedback and pushed to revamp the shop floor. I also launched motivation campaign to keep push 9000 employees performance. I also started pushing non value adding cost cutting measures, the business witnessing a 30% jump in revenue and total cost saved till date is over 20 Million AED from non value adding services.

Give an example of when you've used different influencing approaches to secure commitment to your approach.

Prior to I took over the charge, the business which was losing 25% of revenue losses year on year would be shut down soon. Driving Business Transformation for a 2 Billion SAR company spread across 7 countries in Middle East with over 9000 employees was huge change management transformation I had to initiate. Resistance was high among the management, I had to call a spade a spade, either change or perish. It had over 1500 stores and employees from 35 countries, I took my solution to the Chairperson and sought support of my CEO. Since I have developed a strong relationship with the CEO, I was able to sell my idea and thoughts.

I sought 1 year time from Chairperson to complete the transformation and sought her blessings to drive the transformation despite resistance from pockets and sought her blessings to deal with tough measures some sections who would resist change.

I learn some resistance and took the leadership of these stories to immediate task, I gave clear mandate to drive the change within 2 quarter or they would be replaced with more agile and responsive leaders. I did fire few Business Heads and Managers. The message was heard loud and clear.

Valuing people

Valuing people: Creating a shared purpose and enabling people development, voice and wellbeing.

Please note that there are two questions to answer in this section. Please scroll down to ensure that you complete all the required elements.

Give an example of when you've balanced compassion and fairness as a leader.

Al Olayan Group with 4 major brands of the world in Food & Beverage domain was constantly losing 25% of revenue and I took ownership as HR Head to turnaround the business within 1-2 year with break even reaching in 2nd year. As a HR Head, I had taken huge responsibility to drive this change despite resistance.

My first objective to motivate and challenge the front line workforce which I found highly demotivated as they were brought from outsourcing firm. There was no loyalty and they were being exploited by third party. I decided to make the outsourcing of worker which cost 13.8 Million SAR to insource to bring out best from them in terms of improving quality, commitment and going the extra mile to delight the customer.

My objective was to make employee engagement through employee loyalty and create happiness environment among the front line staff. This would also save the organisation 7.8 Million AED. I started hiring these workers into company payroll and started recruiting employees with high level of motivation. The change brought immediate impact on customer satisfaction which increased from 61% to 71% and my target is to achieve 81% satisfaction.

Give an example of when you've promoted the importance of giving people a voice at work.

As a HR Head for a 2 Billion SAR F& B company of KSA, from my past experience I was very clear and empowered and motivated front line staff or workers will ensure a highly engaged external customer. Since front line workers are face of the organisation, they needed to be highly motivated. Since I took charge, I went around as a mystery shopper and also collected feedback from other appointed mystery shoppers. I also reviewed the customer feedback. I held open house meeting and established employee suggestion boxes. I interacted with the front line staff and also met the store managers.

I concluded that the staff in store houses are not motivated and not groomed even they are not going extra mile to delight the customer. There was regular complaints from customers.

I fired few store managers and took initiative to bring the outsource workers to insource. This needed huge task from arranging housing, transport to arranging visa.

The news delighted the front line staff and now we have 30% insourced workers and in next 6 months I plan to make outsourcing to 100% insourced. The customer response is gaining positive trend and it has increased to 71%.

Working inclusively

Working inclusively: Working and collaborating across boundaries, effectively and inclusively, to achieve positive outcomes.

Please note that there are two questions to answer in this section. Please scroll down to ensure that you complete all the required elements.

Describe how you have fostered an inclusive culture.

As A Head HR for 9000 employees and business revenue of 2 Billion SAR for the biggest Food & Beverage chain of Saudi Arabia, I launched the biggest Business Transformation for the organisation from Operation excellence to audit checks to customer experience transformation. This transformation would not be successful unless Finance, Quality, Operations, Compliance, Audit, IT and Human Resource functions work collaboratively in a close synergy.

I spoke to CEO that the business transformation should be owned by him and in turn he should pass on the ownership of the same to the Heads of Departments of these functions. The strategy paid off, in next meeting all the Heads of the functions were handed over the ownership of this mega initiative and it was injected into their KPI's as well.

I now went to each of the Heads of these functions and extended support from HR and established a close working group team, which will give update to the Head of the function. This message was passed to the each functions to last men. This had very positive impact and the business transformation took off with a positive start.

The transformation is paying rich result despite the COVID 19 which impacted the business negatively.

Give an example of when you built a strategic partnership or collaboration to create value.

As a HR Head for the 2 Billion SAR Food & Beverage company with over 9000 employees from 35 countries, driving the business transformation for an organisation with a legacy of 20 years was extremely tough faced with extreme resistance.

After my organisation business review I realised we need to launch immediate cost saving measures from each function and optimise each of the business process. Most importantly transform the current demotivated employees to highly motivated workforce.

I leveraged the CEO and Chairman office to push the transformation as if it is owned by them only. I meanwhile established close relationship with each of the business heads, I was their saviour as I was always supporting them in their function while they seek approval from top management.

I was seen as an advisor to the Business Heads of each function, this brought in huge loyalty from each of the business heads. This helped me to do delayering of their cost centres without resistance. I was able to save 100 Million SAR in just first 6 months.

I gave the credits of this cost saving to the Business Heads, this further strengthened our relationship. This will be leveraged in future course of action.

Passion for learning

Passion for learning: Demonstrating curiosity and making the most of opportunities to learn, improve and innovate.

Please note that there are two questions to answer in this section. Please scroll down to ensure that you complete all the required elements.

Describe a time when you connected with other leaders to learn and think ahead.

As a Head HR Business Partner for the biggest retail company of Saudi Arabia with 2.2 Billion Annual Turnover, I had the opportunity to ramp up the business for a new business model which was based on mom & pop store or convenient store. For which I had to create and lead hiring strategy for 5000 employees and making the total Panda Retail strength to 12000 employees.

The business model did not work and the organisation suffered nearly 30% of the invested revenue.

The new business decision was made to liquidate the business and the company decided to terminate almost 4000 employees. Since I had planned and executed the sourcing strategy, I knew there were huge resources we can retain for our current business. I put up the plan and proposed retention model.

It was welcomed by the management and I was able to retain in a phased manner retention of over 60% workforce. This was the biggest learning for my team to never waste internal resources. We have slowly recovered the losses.

Describe a range of activities you have undertaken to contribute to the wider people profession, and to enable the development of other people professionals.

During the downsizing of the mom & Pop store model that is convenient store model for Panda Retail company the 2.2 Billion organisation with 1200 employees and workers from 28 different countries, the announcement of closure of Panda convenient store was the biggest setback.

Employees were losing motivation and there was extreme pressure on the management. I could foresee this coming, I meanwhile froze the complete recruitment for all divisions of the Panda Retail company.

As soon as the announcement was made, I decided to push the employee motivation by absorbing as much workforce to the other retail format. I put up my proposal and I immediately sat with my Learning & Development Head. I told him to roll out training program to skill the Pandati workforce to the new format store and arrange skill assessment.

Meanwhile, I had immediate had a meeting with mysourcing Head and advise him to roll out the sourcing plan and start coordinating with the Business Head and L&D Head. This close coordination with the multiple function of the business and HR helped me to retain as many as 60% of the workforce. The employee engagement went up by 78%.

Insights focused

Insights focused: Asking questions and evaluating evidence and ideas to create insight and understand the whole.

Please note that there is one question to answer in this section.

Give an example of when you have used both business and people insights and evidence to inform your thinking.

As I was now Heading the HR function of the biggest Food & Beverage company of Middle East & Africa Region with annual turnover of 2 Billion SAR with over 9000 employees, during business meet I realised that the organisation needs complete business transformation from HR, Audit, Finance, Operation and Sales & Marketing.

I checked the past financial & non financial data of the organisation and identified more than 30 areas where HR could do cost optimisation and save substantial amount of operational cost. My detail analysis of the HR operational data paid off and I planned to save 20-30 million SAR per quarter.

As I checked the customer feedback data and past revenue data, I could make a correlation of the losses. This was further strengthened by the low employee engagement data, In my Business Transformation plan I included total business Transformation which included all functions of the business to include Operation, Sales, Marketing, Finance, Audit, customer care, HR and Service delivery teams as well as quality.

This total could only be launched after the careful analysis of the past data and doing detailed meeting as well as open houses session. The results are evident as sales are up by 40%.

Situational decision-making

Situational decision-making: Making effective and pragmatic decisions or choices based on the specific situation or context.

Please note that there is one question to answer in this section.

Give an example of when you've made a complex strategic decision.

As A HR Head of the 2 Billion SAR company which employees over 900 headcount from 35 different countries, I had to take certain extremely tough measures. My decisions had far reaching impact on the survival of the business which was fast losing its revenue. The decision needed to be made for the operational effectiveness and service delivery models.

During my reviews of the performance of last few years, I realised some headcount which needed to be made redundant as they were huge cost centres and were not adding any value to the operational effectiveness and total revenue of the organisation.

Due to multiple layer of management, the decision making was also getting impacted, this was negatively impacting the operational effectiveness. More over the extra flab was eating away the huge operational budget. I raised my concern to the CEO and the Chairman. I was given free hand to do the re-structuring.

My first priority was to identify the valuable and high performing resources of the company. I worked almost 24x7 with my team and various functions to identify the redundancies. Despite their seniority and levels I weaned the organisation by 14%. My next target was to increase employee motivation.

Commercial drive

Commercial drive: Using a commercial mindset, demonstrating drive, and enabling change to create value.

Please note that there is one question to answer in this section.

Describe how you have encouraged other people professionals to understand customers' needs in order to create value.

Throughout my career I have worked very closely with the Business functions and hence I had the opportunity to attend the business, sales, operational and cross functional management meetings. This has sharply increased by commercial as well as business accumen. Either it is launch of new business model, green field project, organisation transformation or oncreasing the effeciency of the organisation I have been leading the HR function from the front.

I led major transformations as HR Head Business Partner for the Panda Retail company the largest retail format store of KLSA with over 2,2 Billion SAR annual operating revenue. As a HR Head for the biggest Food and Beverage chain of Middle East & Africa Region, Al Olayan Group with an Annual operating reneue of 2 Billion SAR, I led complete organisational transformation and make the organisation reach its break even in 2 years time frame. I could accomplish these major projects and hundreds of minor projects within these two functions only due to my business and commercial knowledge which I dearly enjoy.

I am currentlty being offered another big role in the Saudi Government to lead major projects of the Saudi Arabia which would be in Billions of SAR with reporting to the Top Mangement of Saudi Arabia from Royal family.

Submitting your Behaviour Report

Once you've completed all of the sections of your Behaviour Report you'll be able to view and use the submit button*.

Please note that once you've submitted your Behaviour Report you won't be able to make any further changes to it. Although you will be able to view and print off your submission.

We recommend therefore that you review the information you've provided before submitting. You can do this by using the 'previous' and 'next' buttons or by returning to your homepage and printing off your full submission.