

Ahmad Muhammad Ahmad El Sherbini



Personal Information

Date of Birth : 21st of June 1980
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Introduction:

I am a seasoned HR professional with unique experience in consulting and HR operations, I was working with Deloitte's Human Capital (Middle East) practice, gained 18 years of hands-on experience in HR projects, spent the last 16 years implementing Human Capital initiatives in Saudi Arabia and Arab Gulf Countries and east Africa.

Seeking a challenging opportunity in a progressive organization that help me utilize the knowledge & insights acquired through my professional and technical experience, but more important is building on that knowledge base, and being able to contribute and ensure mutual value added to my career growth, and my employer.

Summary of Achievements

- Currently, working as Organization Development consultant with Saudi Railway Company leading a HR transformation and merger project, to support the expansion in railway sector in the kingdom (*Independent Consultant June 2016 till June 2020*).
- Designed and implemented a 20 months engagement of Performance Management System and Reward Strategy for an IT general department within the central Bank of Saudi Arabia (*Deloitte 2014-2016*).
- Designed and executed Competency Based assessment framework in the preparation of workforce transition for Relief and Charity international organization (*Deloitte 2013-2014*).
- Reviewed and enhanced HR System including designing Workforce Planning model and tool, developing functions Job Descriptions, rolling out new Performance Management System - for an Information Security organization in KSA (*Deloitte 2013*).
- Completed assignment on Designing the Human Capability Building for one of the energy organizations in Saudi Arabia, designing their Talent Strategy and implementation plans, and building their Strategic workforce plan for five years (*Deloitte 2012-2013*).
- Completed Business Process Outsourcing engagement - analysis & feasibility study, analysis includes HR function for one of the international telecommunication organizations operating in six countries across Africa, GCC, & Asia pacific (*Deloitte 2012*).
- Worked on an organization development project & led the Human Capital engagement work, defining the Organization design, developing HR policies & procedures, competence model, performance management system, and compensation & benefit procedures (*Deloitte 2012*).
- Led local Acquisition of Motorola to Nokia Siemens Networks, NSN (*NSN 2011*)
- Benefits harmonization after the merge between Nokia & Siemens (*NSN 2009*)
- Part of HR team who worked on integration under Nokia Siemens merger in Saudi Arabia (*NSN 2008*)
- Headcount Ramp up for Zain Saudi (*3rd operator in KSA, turnkey project, NSN 2007-2008*)
- Built HR Functions/policies in a new set up company after the merge between Nokia & Siemens (*NSN 2007*)
- Established corporate training center, and designed and implemented recruitment process (*Balsharaf corp. 2005-2006*)

Summary of Career History

Organization	Designation	Location	Date
Saudi Railway Company	Organization Development Consultant	Riyadh, KSA	June 2016 – Present
Deloitte and Touché	Manager, Human Capital	Based in KSA and Supporting GCC	November 2011 – Dec 2015
Nokia Siemens Networks	HR Consultant, Sub region	Based in KSA and Supporting East Africa and GCC	August 2007 – November 2011
Balsharaf Group	Corporate Recruitment & Training Manager	Saudi Arabia	July 2005 – July 2007
Franklin Covey	Client Partner (Training and Development consultant)	Egypt	March 2004 – June 2005
Knowledge	Sales Executive and MBA Program Administrator	Egypt	December 2002 – February 2004

Note: Click on each designation for detailed description

Latest Certifications /Development activities Accomplished

- Certified Management Consultant – CMC Global Institute
- Organization Design Master Class, delivered by Dr. Naomi Stanford professor at University of Warwick
- Organization Development & Change Masterclass, delivered by Dr. Bill Rothwell professor at Penn State University
- Certified Leadership and Team Coach (Marshall Goldsmith)
- HR Strategy in Transforming Organizations (London Business School - LBS, UK)
- Certified Human Capital Strategist (HCS) (Human Capital Institute, US)
- Certified Strategic Workforce Planner (SWP) (Human Capital Institute, US)
- Certified Leadership Development & Succession Strategist (Human Capital Institute, US)
- Building Meaningful Analytics (Human Capital Institute, US)
- Career, Life, and Executive Coach (Goal Imagery Institute, US)
- The Leadership Challenge Transformation (IMI, Egypt)

Education

- Executive Education Program “HR Strategy in Transforming Organizations”, LBS, London, UK (May 2015)
- Bachelor degree in Commerce & Business Administration. Helwan University, English Section, Accounting Dept., Cairo, Egypt (1998-2003)

Courses, Certification & Membership

- Member of Project Management Institute (PMI) United States – ID 4061023
- Member of the Association of Business Process Management Professionals (ABPMP) United States
- The Leadership Challenge Transformation, (IMI, Egypt)
- Certified Strategic Workforce Planner (SWP) (Human Capital Institute, US)
- Certified Human Capital Strategist (HCS) (Human Capital Institute, US)
- HR Transformation, (Deloitte UAE)
- Strategic Compensation, (Columbia Southern University, US)
- HR Development (Columbia Southern University, US)
- Certified 360 Coach, (NSN)
- Certificate of Competence in Occupational Testing (British Psychological Society, UAE)
- Compensation Planning, (NSN UAE)
- Performance Management, (NSN UAE)
- Fire Marshal & First Aid Training, (BRITAM, KSA)
- Train the trainer, (Acme Consultancy, Egypt)
- The 7 habits of highly effective people (Franklin Covey, Egypt)
- The 4 Disciplines of Execution (Franklin Covey, Egypt)
- Gung Ho!, (Ken Blanchard, Egypt)
- Neuro Linguistic Programming Diploma (NLP, Egypt)
- MINI MBA PROGRAM, (Knowledge Egypt)

Interests & Activities

- I was the playmaker of the basketball team in ZAMALEK sporting club, Egypt (1985-90)
- Traveling (United Kingdom, Malaysia, Lebanon, KSA, Bahrain, Oman, Qatar & UAE), horseback riding, excellent squash player, cycling & motorbikes

Detailed Career History

Organization : Saudi Railway Company 'SAR', Saudi Arabia
Industry : Railway
Designation : Organization Development Consultant
Duration : June 2016 – Present
Responsibilities : 'SAR' is the Saudi national wide railway infrastructure and operating company owned by Saudi Public investment fund, my role as OD consultant is to support the HR department in their Transformation project, by executing the following activities:

- Pivotal role in transform the HR department to cope with current and future rail business expansion in the kingdom
- Designed Talent management practices approaches and develop execution plans
- Act as relationship/project manager with consulting firms and vendors
- Evaluating consulting firms' proposals, and report a comparison reports
- Carried out HR dept. maturity assessment and report findings and recommendations
- Developed Talent mgmt. strategy and roadmap till 2020
- Developed HR policies and procedures, promotions, performance mgmt., secondment, etc.
- Developed Succession management program for SAR high potential, and develop competence model for each department
- Refining the organization structure to reflect real business needs till 2020
- Managed projects related to, Learning and development, Succession mgmt., performance mgmt., KPIs, Job levelling, and Development program with external consultants and development partners
- Run job analysis/& evaluation, and other compensation and benefits activities,
- Develop salaries internal and external equalization work
- Coach and mentor HR team throughout the execution of all the above activities
- Work directly with HR Director and develop material for CEO, Committees, and Board of Directors

Organization : Deloitte, Middle East
Industry : Management Consulting
Designation : Manager, Human Capital
Duration : June 2013 – December 2015
Responsibilities : Work as part of the Middle East regional human capital team, leading teams, designing and delivering transformation projects, including:

- Conducting organization structure assessment.
- Designing operating models and organization structure strategies.
- Designing HR Operating Models.
- Developing a range of HR Policies and Procedures.
- Assessing Compensation schemes and proposing strategy-aligned models.
- Conducting change management.
- Managing project planning and budgets.
- Carrying out business development activities and help lead the development of proposals.

Contributing to thought leadership, new propositions to take to market and developing the more junior members of the Human Capital team.

Organization : Deloitte, Middle East
Industry : Management Consulting
Designation : Senior Consultant, Human Capital
Duration : December 2011 – June 2013
Responsibilities : working with project team to understand the requirements of the clients, manage their expectations, develop solutions, secure buy-in, and execute the solutions within project timeframe and quality

- Identify, assess and resolve issues/problems, and manage teams as part of project requirement
- Working as part of a regional human capital team who work across the region
- Leading, designing and delivering organization transformation projects, including:
 - Conducting organization structure assessment
 - Designing operating models and organization structure strategies
 - Building business cases for transformation projects
 - Advising on leading practice design principles, structural efficiency and benchmarks
 - Establishing decision rights

- Defining the functional roles and structures
- Advising on organization design implementation
- Conducting change management activities
- Daily interaction with clients around specific work efforts/deliverables

Organization : Nokia Siemens Networks, NSN (Saudi Arabia)
Industry : Telecommunication
Designation : HR Consultant, Gulf countries & East Africa (ME Centre)
Duration : June 2010 – November 2011
Responsibilities : providing tactical consultation to MEA center business manager in the areas of:

- Business Partnering – ensures critical people processes are effectively and efficiently undertaken
- People Plan – engages line managers in the successful delivery of key people initiatives. This includes the design and development of key HR initiatives that meets business goals. The focus on enhancing and strengthening the NSN performance management and talent management processes
- Changes of employment (e.g. employment changes, regional mobility)
- Performance management (eg. Objective settings, performance evaluation)
- Organizational Effectiveness – provides line management with advice and options for improving organizational effectiveness
- Talent Management & Succession Planning – delivers talent review process in collaboration with line managers
- Recruitment & Staffing – manages experienced business recruiting and migration activities for line managers, conforming with NSN recruitment standards
- Compensation & Benefits and Performance Management – ensures line manager enrolment and execution of key C&B and performance cycle activities. Facilitates performance management & reward processes ensuring alignment with business and individual results
- Employee Relations and Engagement – primary point of contact for all employee relations matters. Process ownership and delivery of the disciplinary process, including disciplinary investigation, and setting up and running of disciplinary panels
- HR Policy Administration & Services – accountable for ensuring accuracy of team leaders people data. Pursue continuous improvement in transactional efficiency for all HR administration and service processes

Organization : Nokia Siemens Networks, NSN (Saudi Arabia)
Industry : Telecommunication
Designation : HR Account Consultant – services business units
Duration : August 2007 – June 2010
Responsibilities : Acts as the primary, trusted HR advisor and coach to local line managers in people management & HR practices.

- By end of 2007 I was hired to support ZAIN project (turnkey project in Saudi) in all HR deliverables
- Then I was assigned to work closely with Services heads/managers to enable them to achieve their business targets
- Coaches line managers to increase understanding and application of NSN People Processes. Applies experienced level HR Generalist knowledge to deliver full scope of HR Generalist services (including consulting on Resourcing, Compensation & Benefits, Competence Development, and Retention)
- Implements programs to support local business targets into HR action. Manages local change, planning and implementation of global change programs
- Train line managers on global policies & procedures, Performance Evaluation, Annual compensation planning, & objectives setting & review
- Advising managers in latest NSN HR recruitment policies, mainly transfer and travel policy, e. g. Short Term International Assignment (STIT), International Assignment (IA), and Projects transfers (PT)
- Issuing offers for local contracts; advising local/sub-region hiring managers in correct use of hiring and approval tool (approval tool, job and position title, etc.)
- Keeping track of all recruitment requests for local hiring manager (300+ requests) to match with regional recruitment/project (headcount) plan; Resource Plan will be used as role model for further projects in the region (how many employees have been hired, which type of contracts have been issued, have managers applied to the original resource plan, how many positions have been closed, etc.); keeping regional Business HR informed about progress of hiring activities
- Coordination with country HR teams to keep SAP records for employees up to date
- Close cooperation with local/international recruitment agencies (contract negotiations)
- Dealing with 42 nationalities on daily basis (no. of the nationalities in NSN Saudi)

Organization : Balsharaf Group (Saudi Arabia)
Industry : FMCG & Retail

Designation : Corporate Recruitment & Training Manager, & Assistant HR Group Director

Duration : July 2005 – August 2007

Responsibilities : Acting as a change catalyst as a part of the company change process

- Assist the HR Corporate director developing & implementing HR policies & procedures
- Providing HR consultations to the corporate heads
- The Formulation and Execution of Company – wide Recruitment and Selection system
- Conducting selection & exit interviews for selection purpose
- Assisting in establishing manpower & grading plans
- Developing & implementing HR manual & performance appraisal system
- Establishing the-state-of-the-art corporate training center
- Identify training and development needs within the corporate through organizational & task analysis, appraisal schemes and regular consultation with business managers
- Plan & develop training and staff development programs, using knowledge of the effectiveness of methods such as classroom training, demonstrations, on-the-job training, meetings, conferences, and workshops
- Train co-trainers and supervisors in techniques and skills for training and dealing with employees

Organization : Franklin Covey, Ken Blanchard & Eagle's Flight (**Egypt**)

Industry : Training & HR Consultancy

Designation : Client Partner (consultant)

Duration : March 2004 –June 2005

Responsibilities : Helping HR Managers identifying, and assessing main HR functions needs & provide them with best matched solutions (providing outsourced HR services)

- Participating in the preparation of Dr. Stephen R. Covey event in Egypt
- Supervise & train the sales staff on the company products & services
- Preparing marketing research concerning other training & development providers
- Participating actively in introducing the company market plan through researches & analysis to the market in terms of quality of product, standard of product delivery & price
- Conduct daily sales calls according to the directions of the director of business development
- Record the sales calls in the customer history profile & make sure that the follow up needed is documented for future action
- To deal with & respond immediately to complaints of company accounts or to channel them to the right managerial level. To ensure that the complaint process handling is up to the company standard
- Work closely with Customer Service & Public Relation team to divert their efforts to the right directions

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