

Iman Al Qasim





## **PROFILE**

Accomplished leader with global experience in high performance, team-focused cultures and environments; Highly motivated with a passion for Human Capital & Strategy; Results-driven with expertise in implementation & change management of talent acquisition, talent management, compensation, benefits, policies, employee relations, and training. Experience in leading organizational expansion in diverse markets to meet business strategies and support continuous change. Proven ability to meet the changing needs of dynamic organizations.

## **WORK EXPERIENCE:**

**November 2020  
To Present**

Emirates Global Aluminum (EGA)

Executive Vice President – Human Capital

Leading HR for EGA group of companies locally & internationally including Upstream, Midstream, Marketing & Sales covering 7,000 + employees

Key Achievements:

- Managing company wide workforce productivity program with cost optimization including structural efficiencies
- Leading organization operating model project as a part of the strategy refresh
- Managing executive compensation, leadership development & succession planning
- Sponsoring & leading company wide cultural change & transformation journey
- Leading compensation improvements for non-supervisory employees as a result of housing changes due to COVID-19
- Partnering with Human Resources Authority on upskilling of nationals
- Leading National Trainee, Graduate Trainee & Scholarship Programs
- Upcoming Programs: launching EGA Academy, Cultural Catalytic Journeys, Competency & Career Development Framework, Rewards & Recognition initiatives

**September 2018  
To October 2020**

Emirates National Oil Company (ENOC)

Group HR Director

Lead HR for ENOC Group of companies locally & internationally; HR role scope includes multi-faceted reach comprising Refining, Trading, Terminals, Marketing, Distribution, & Retail covering 10,000+ employees

Key Achievements:

- Developed first ENOC Executive Succession Plan
- Lead company wide HR policy change improving employee value proposition with focus on employee well-being & flexible work with minimal cost impact
- Expanded employee health insurance benefits with reduced cost to company; Improved health insurance for Retail staff to ensure health & well-being for site staff
- Lead COVID-19 Taskforce for ENOC
- Lead change in HR Delegation of Authority
- Re-defined ENOC competency framework group-wide
- Created National Graduate Development Framework & Scholarship Program

**December 2013  
To September 2018**

Mubadala Investment Company

Executive Director, Human Capital

Lead HC including Talent Acquisition, Performance, Rewards & Policy, Talent Management, Learning, HC Business Partners, and Human Capital Information Systems; Role scope included Mubadala corporate entity in addition to oversight over fully-owned assets

Key Achievements:

- Lead company wide HC integration of merger between Mubadala & IPIC including alignment of policies, compensation, benefits, grading, training, recruitment, talent management; aligned all HR programs with an integrated communication strategy
- Lead an organization-wide project & introduced job architecture
- Lead implementation of HCIT system (Oracle E-business suite to Fusion ; & introduction of online end to end recruitment through Taleo)
- Lead implementation of Mubadala's first Executive Coaching Program
- Lead Mubadala's People Policy project through benchmarking, re-design & implementation of a re-defined policy for the institution
- Lead changes to HC delegation of authority with respect to 20+ fully-owned assets

**February 2010  
To November 2013**

Dolphin Energy – Deputy Vice President, HR&A

Lead HR for a multi-geographic natural gas production and distribution company spanning over UAE, Oman, & Qatar

Key Achievements:

- Lead an organization-wide alignment of grading and structures ('Dolphin Equity')
- Lead and implemented an organization-wide leadership competency model
- Lead the development of the first Dolphin Executive Compensation Program
- Developed first Dolphin Executive Coaching Program
- Lead the creation and implementation of a Talent Management function with introduction of executive assessments, progression & succession planning, and a high-potential talent selection program
- Lead significant improvements to SAP HRMS through introduction of self-service

Additional Achievements:

- Lead 'Absher' Emiritization program in partnership with MOPA
- Aligned Performance Appraisal program with the core competency model
- Developed first Dolphin Performance Improvement Plan Program
- Led policy alignment across geographic locations
- Improved organization Employee Engagement Score during a challenging period for the company

**February 2004  
To September 2009**

General Motors, Middle East Operations (GM)

HR Director

*(promoted through HR from 2006-2009, last held position of HR Director)*

Lead HR, including business planning, talent acquisition, talent management, progression & succession planning, compensation planning, and training. Reporting lines to the CEO for Middle East Headquarters

Key Achievements:

- Lead HR Business Planning Strategy through long-term capability planning
- Developed & lead change management programs to drive organizational capability
- Lead talent management, progression, and succession planning
- Managed & developed local policies in line with corporate goals and UAE labor laws
- Managed annual Hay & Mercer compensation salary & benefits surveys
- Created and managed annual HR business plan, budget, and headcount
- Coached & mentored senior leaders as a certified GM Coach
- Supported CSR activities including: “Making It Our Business” campaign

Additional Achievements:

- Managed New Leader Transition Program for newly appointed senior managers
- Managed HR feasibility study & initiation of a new site office in Bahrain
- Managed International Opportunity Awareness Program for region
- Developed Business Acumen Training Program for region
- Created awareness through internships & College-Graduate-In-Training programs

Vehicle Distribution Analyst (GM, 2004-2006)

- Holden OTD Change Management Project: managed project including 50-day reduction in Order-to-Delivery time through process change and process management
- Global Vehicle Configurator Project : managed \$13m cost-reduction initiative to create vehicle order system for Middle East retailer network
- Sales Forecasting Project: managed 20K incremental project to stretch 2006 sales
- Supply chain: order-to-delivery analysis, inventory management, shipment analysis
- Internal Controls: managed internal controls & processes for Regional Sales Dept. for GM's Process Risk Management; studied departmental processes and implemented procedures & process maps

**June 2003  
To September 2003**

General Electric International Inc. Power Systems, Bracknell, UK – Project Manager

- Six Sigma Project – Conducted feasibility study and process implementation of wireless system for Energy Services Sales Team across 16 European & Asian countries
- Change Management Study– Conducted a study on the radical change effects of Six Sigma on GE Power Systems

**June 2000  
To May 2001**

General Electric Industrial Systems, Dubai, UAE– Sales & Marketing Project Trainee

- Initiated a Sales Catalog for Industrial Systems products offered in the MEA region
- Designed and published a sales brochure for global distribution
- Responsible for creating presentations for prospective GE clients
- Established and maintained the Community Work Program



**EDUCATION:**

**September 2003**      University of Bath, Bath, United Kingdom: MBA – Master’s of Business Administration  
- MBA Thesis: Incremental & Radical Change in Business Process Improvement at GE

**June 2002**      American University of Sharjah, Sharjah, UAE: B.S.B.A  
- Bachelor of Science in Business Administration with a concentration in Marketing & Management; Graduated with Honors: Cum Laude

**ACHIEVEMENTS:**

- Speaker at 2019 Federal Authority for Human Resources Conference
- Speaker at 2019 GoTech Gas & Oil Technology Conference
- Speaker at 2013 HR in Oil & Gas Conference
- Speaker at 2008 Employer Branding Forum
- Speaker at 2008 3rd Annual Human Assets Expansion Middle East
- Awarded Sheikh Mohammad bin Rashid Al Maktoum EDAAD scholarship for academic excellence & ‘tomorrow’s potential leader’
- Granted honorary Sheikh Rashid Award for Outstanding Education Achievement

**WORKSHOPS/TRAINING:**

- Certified GE trainer for CAP – Change Acceleration Process – August 2015
- Certified GM Internal Coach - GM Internal Coaching Workshop – May 2007
- GM Global Leadership Conference for Emerging Leaders – May 2008
- GM Candid Constructive Feedback Training – October 2007
- GM Leadership Program – January 2007 to 2009
- GM Latin America, Africa, & Middle East HR Forum - June 2006
- GM HR Skills for Success Training – June 2006
- GE Six Sigma Green Belt Training – June 2003



