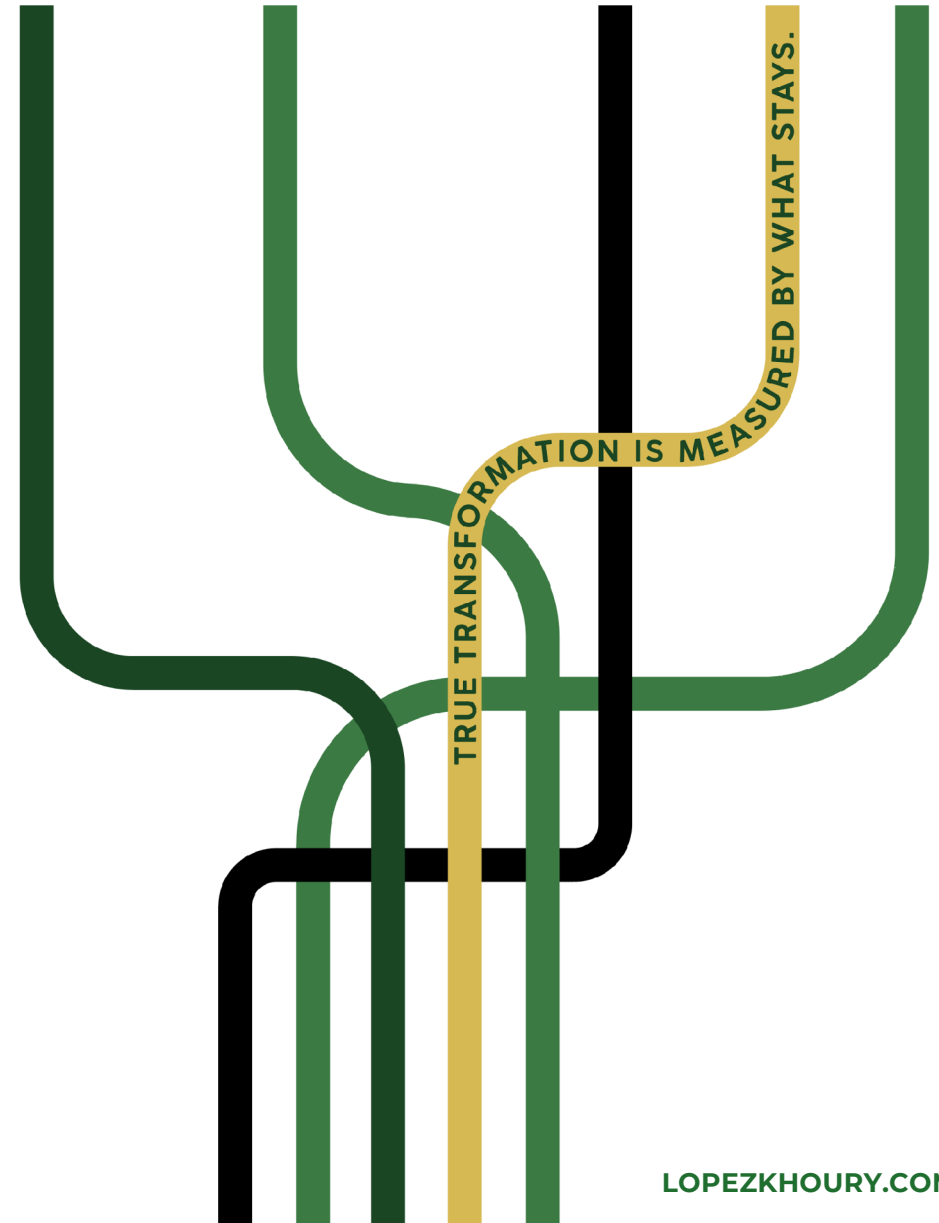




LOPEZ KHOURY & ASSOCIATES

Helping GCC Organizations Build Workforce Capability, Leadership
Alignment, and Sustainable Business Performance.



LOPEZKHOURY.COM

ABOUT US



Lopez Khoury & Associates is a GCC-based advisory firm helping organizations strengthen workforce capability, leadership alignment, and organizational performance through practical transformation.

We work with organizations that need transformation to move beyond presentations and into practical systems, leadership behaviors, operating models, and workforce capability that remain after the engagement ends.

What We Do

- Workforce Transformation
- Organizational Effectiveness
- Leadership Alignment
- HR Transformation & Workforce Operations

What Makes Us Different

- GCC-grounded execution
- Senior-led delivery
- Practical implementation
- Capability transfer

Building transformation capability that stays.

WHY ORGANIZATIONS CHOOSE LKA



Traditional Consulting

Recommendations without ownership
Large teams with limited senior involvement
Generic methodologies
Project dependency
Limited transfer of capability

LKA

Execution support focused on measurable progress
Senior-led delivery from diagnosis to implementation
GCC-grounded advisory shaped by regional realities
Practical tools, governance, and operating models
Knowledge transfer that enables internal ownership.

Most consulting stops at recommendations.

LKA stays close enough to help organizations build what remains.

WHY LKA EXISTS



Many transformation initiatives produce excellent recommendations but fail to create lasting organizational capability.

LKA exists to help organizations translate strategy into leadership behaviors, governance, organizational capability, and practical operating models

Our philosophy is simple:

Build capability, not dependency.

HOW WE BUILD TRANSFORMATION THAT STAYS



Our Engagement Approach

Transformation succeeds when strategy, leadership, organizational capability, operating discipline, and execution are aligned. LKA's approach is designed to move organizations from diagnosis to ownership, ensuring that the work does not end as a report, but becomes embedded in the way the organization operates.

What Stays

- Leadership alignment around the transformation agenda
- Clearer roles, governance, and accountability
- Practical tools that teams can continue using
- Stronger execution readiness and operational discipline
- Internal capability to sustain transformation without dependency

WHO WE WORK WITH

LKA operates across sectors where workforce capability, leadership alignment, and execution discipline are critical to long-term organizational performance.

1 GOVERNMENT & SEMI-GOVERNMENT



Modernizing institutions, service delivery, governance, and workforce capability.

2 NATIONAL TRANSFORMATION PROGRAMS



Supporting national agendas, economic diversification, future skills, and institutional readiness.

3 FAMILY BUSINESS & CONGLOMERATES



Strengthening governance, leadership alignment, succession readiness, and scalable workforce models.

4 FINANCIAL SERVICES



Building workforce readiness, leadership capability, performance discipline, and operating model clarity.

5 HOSPITALITY & REAL-ESTATE



Improving service leadership, workforce productivity, operating discipline, and talent systems.

6 AVIATION & INFRASTRUCTURE



Supporting large-scale workforce planning, leadership alignment, and operational readiness.

7 GROWTH ORGANIZATIONS



Building the HR foundations, structures, roles, and people systems required to scale.

TRUE TRANSFORMATION IS MEASURED BY WHAT STAYS.

OUR SOLUTIONS



Transformation
That *Stays*.

1

Workforce Strategy & Future Capability

A future-ready workforce aligned with evolving business priorities, national agendas, and long-term organizational capability.

2

Leadership, Culture & Organizational Effectiveness

Leadership alignment, organizational clarity, and a culture capable of sustaining transformation under pressure.

3

Performance, Rewards & Workforce Governance

A performance-driven culture built on accountability, measurable outcomes, and scalable workforce systems.

4

HR Transformation & Workforce Operations

A scalable, compliant, and strategically aligned HR function capable of supporting sustainable organizational growth.

OUR SOLUTIONS



1

WORKFORCE STRATEGY & FUTURE CAPABILITY

Organizations need workforce strategies that align people capability with business priorities, national agendas, and future workforce demands.

What We Deliver:

- Workforce strategy and transformation
- Qatarization and nationalization frameworks
- Workforce planning and scenario modeling
- Future workforce and AI readiness strategies
- Capability frameworks and career architecture
- Upskilling and reskilling initiatives
- Workforce analytics and strategic insights
- Employee experience and workforce engagement

Business Outcomes:

- Clearer workforce priorities
- Stronger nationalization planning
- Better future skills visibility
- Improved workforce agility
- More focused talent investment

What Stays

A workforce strategy leaders can act on, capability plans HR can manage, and talent priorities linked to business direction.

OUR SOLUTIONS



2

LEADERSHIP, CULTURE & ORGANIZATIONAL EFFECTIVENESS

Sustainable transformation depends on aligned leadership, clear governance, effective organizational design, and a culture that enables execution.

What We Deliver:

- Organizational design and operating model transformation
- Leadership development and executive capability programs
- Enterprise change management and transformation enablement
- Succession planning and leadership continuity
- Culture transformation and organizational alignment
- Executive coaching and strategic facilitation
- High-potential talent acceleration Strategy execution workshops and leadership retreats

Typical Business Outcomes:

- Stronger Leadership Alignment
- Better Execution Discipline
- Improved Organizational Clarity
- Sustainable Culture Change

What Stays

Leadership routines, clearer accountability, stronger decision-making, and a culture better equipped to sustain change.

OUR SOLUTIONS



3

PERFORMANCE, REWARDS, & WORKFORCE GOVERNANCE

High-performing organizations require performance systems that strengthen accountability, reward contribution, and support better workforce decisions.

What We Deliver:

- Performance management frameworks
- KPI, OKR, and goal-cascading models
- Executive compensation and total rewards design
- Incentive and recognition frameworks
- Workforce governance and performance calibration
- Assessment centers and leadership evaluations
- Compensation benchmarking and pay equity analysis
- Talent analytics and reporting

Business Outcomes:

- Higher accountability
- Stronger performance culture
- Improved reward effectiveness
- Better talent retention
- Clearer people decisions

What Stays

A performance system leaders can apply consistently, with clearer expectations, better conversations, stronger governance, and more disciplined people decisions.

OUR SOLUTIONS



4

HR TRANSFORMATION & WORKFORCE OPERATIONS

We help organizations build HR functions that are strategic, scalable, operationally effective, and capable of supporting sustainable business growth.

What We Deliver:

Strategic HR Transformation

- HR operating model redesign
- Governance frameworks and policy design HR technology and digital transformation
- HR analytics and workforce dashboards
- Shared services design
- Transformation PMO and implementation support

Managed Workforce Operations

- Payroll coordination and administration
- Employee relations support
- HR administration services
- Workforce compliance support
- HR data management and reporting
- PRO and government liaison services

Business Outcomes

- Improved HR effectiveness
- Greater operational efficiency
- Stronger governance and compliance
- More scalable workforce support
- Better workforce data and decision-making

What Stays

A stronger HR function, clearer governance, cleaner workforce operations, and internal ownership of people processes.

FOUNDER AND MANAGING DIRECTOR

Wael Khoury

Founder & Managing Director | Human Capital & Organizational Effectiveness Advisor

Wael Khoury is Founder & Managing Director of Lopez Khoury & Associates, bringing more than 20 years of experience across consulting, telecommunications, conglomerates, and professional services.

He has led human capital transformation, organizational effectiveness, operating model redesign, leadership alignment, HR modernization, and workforce capability initiatives across the GCC and internationally.

His work focuses on helping organizations translate strategy into practical structures, leadership behaviors, workforce systems, governance, and execution routines that last.

20+ Years

Human capital transformation and organizational effectiveness experience

60+ Organizations Served

Across public, private, semi-government, and diversified group environments

GCC-Wide Experience

Experience across Qatar, UAE, Saudi Arabia, Kuwait, Oman, Bahrain and beyond

Senior-Level

Trusted advisor by CEOs, CHROs, executive teams, and business leaders

Founder-Led Delivery

Direct senior involvement from diagnosis through implementation

Selected Areas of Expertise

- Human Capital Transformation
- Leadership Alignment & Capability Development
- Enterprise Change Management
- Workforce Strategy & Nationalization
- Performance & Talent Systems
- HR Transformation & Governance
- Executive Advisory & Strategic Facilitation

Leadership & Industry Roles

- Founder & Managing Director, *Lopez Khoury & Associates*
- Doha Chapter Lead, *Transform Qatar*
- Qatar Chapter Lead, *Hacking HR*
- Founder, *GCC HR & Leadership Center*



Representative Client Experience

Representative engagements delivered through Lopez Khoury & Associates and throughout Wael Khoury's 20+ years of consulting and leadership experience.



Leading Qatari Real Estate & Master Developer

Confidential external reference

Challenge

Improve organizational effectiveness through organizational structure, governance, and workforce alignment.

Approach

Conducted an enterprise-wide diagnostic assessing structure, governance, reporting relationships, and organizational design.

Business Impact

Strengthened governance, role clarity, workforce alignment, and organizational effectiveness.

Aspire Katara Hospitality

Challenge

Strengthen frontline and management leadership capability to support service excellence and organizational growth.

Approach

Designed and delivered a bilingual leadership development program covering communication, coaching, delegation, conflict resolution, EQ, and change leadership.

Business Impact

Strengthened leadership confidence, improved people management capability, and equipped leaders with practical tools for day-to-day operations.

Dukhan Bank

Challenge

Improve the consistency and quality of performance management while equipping leaders to conduct more effective performance conversations.

Approach

Delivered a capability-building program focused on goal setting, coaching, feedback, accountability, and manager effectiveness.

Business Impact

Improved leadership effectiveness and performance conversations. Set a more consistent performance management approach.

Selected Impact Matrix

60+ Organizations served

600+ Leaders Developed

90%+ Participant Satisfaction

20+ Years Transformation Experience

GCC-Wide Regional Delivery

Executive and Board advisory



Selected Leadership & Transformation Experience

Global consulting firms and executive leadership roles across the GCC.

Deloitte – Led Human Capital consulting engagements across Qatar and the GCC, covering HR strategy, organization design, change management, and transformation.

Ernst & Young – Led the People & Organization Change practice in Doha, delivering major transformation and change programs for regional clients.

Ooredoo Group – Led people transition and carve-outs across Qatar, Iraq, Tunisia, and Algeria, driving organizational readiness and stakeholder alignment.



Sector Experience

Extensive experience advising and leading transformations across a diverse range of industries, including:

- Government
- Financial Services
- Telecommunications
- Hospitality
- Real Estate
- Retail
- Aviation
- Construction
- Manufacturing
- Education

Deep understanding of sector dynamics, regulatory environments, and people challenges across the GCC, Middle East, Europe, and the United States.



S.H. Al Mana Group

Role

Group General Manager – HR

Challenge

Establish a strategic Group HR function across a diversified regional business.

Approach

Built the Group HR operating model, governance framework, organizational structures, policies, talent management, and people systems across 15+ companies.

Business Impact

Centralized HR function - 1,200 employees - GCC / Europe, strengthening governance, capability, and business alignment.



Diversified Groups and Industries

Challenge

Support organizational growth while improving operating models, workforce capability, and execution.

Approach

Delivered advisory support across operating model design, workforce capability, change management, culture, and organizational effectiveness.

Business Impact

Strengthened organizational alignment, workforce effectiveness, and execution capability across multiple business units and geographies.

ASSESSMENT CAPABILITY THAT SUPPORTS BETTER PEOPLE DECISIONS



NeuroFrame is a neuroscience-backed assessment platform designed to measure behavioral patterns, cognitive agility, emotional regulation, decision-making, and leadership tendencies through interactive digital assessments

How LKA Applies NeuroFrame

- Leadership assessment and development
- Talent identification and succession planning
- Workforce readiness analysis
- Team effectiveness and collaboration
- Culture and behavioral alignment
- Performance optimization initiatives

Business Impact

- Better leadership and talent decisions
- Stronger succession and readiness insight
- Improved organizational alignment



Psytech is a globally recognized psychometric assessment provider offering validated tools that measure personality, cognitive ability, leadership effectiveness, and workplace potential.

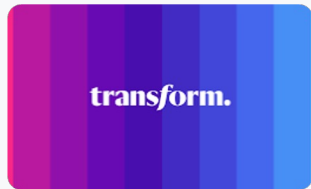
How LKA Applies Psytech

- Recruitment and selection
- Leadership assessment and development
- Succession planning
- High-potential identification
- Team effectiveness initiatives
- Performance and potential evaluation
- Workforce transformation programs

Business Impact

- More objective hiring and talent decisions
- Stronger leadership pipelines
- Improved succession readiness

INDUSTRY LEADERSHIP & MARKET IMPACT



TRANSFORM

A global executive community focused on transformation, organizational change, leadership, and business innovation.

Role

Ambassador of Transform Doha

Contribution

Connecting regional executives with global transformation thinking, emerging trends, and executive dialogue.

Client Value

Fresh perspectives, international leading practices, and broader executive networks that strengthen transformation initiatives.



HACKING HR

One of the world's largest global HR and Future of Work communities, connecting HR and business leaders across more than 150 countries.

Role

Qatar Chapter Lead.

Contribution

Facilitating knowledge sharing on AI, workforce innovation, leadership, organizational effectiveness, & the future of work.

Client Value

Access to global insights, practical ideas, and leading practices that help organizations prepare for future workforce challenges.



HR FORUM QATAR

Qatar's leading HR & leadership conference, bringing together senior executives, government leaders, and HR professionals to shape the future of work.

Role

Advisor, Inaugural Chairperson, Speaker, and Silver Sponsor.

Contribution

Helping shape discussions on leadership, governance, AI, workforce transformation, and organizational effectiveness.

Client Value

Direct access to emerging workforce trends, executive perspectives, and leading practices influencing organizations across Qatar and the GCC.

These networks inform LKA's broader advisory work across human capital transformation, organizational effectiveness, leadership, workforce capability, and execution.

The GCC HR & Leadership Center



Connecting Leaders Across the Gulf

A regional executive community **founded by Wael Khoury** and **LKA** that **connects HR and business leaders across the GCC**. The GCC HRLC is one of the region's fastest-growing HR and leadership communities, leading executive discussions, events, and knowledge sharing.

Client Value: Regional market intelligence, peer learning, and access to a trusted network of senior leaders shaping the future of work across the Gulf.

Why It Matters



Executive Network

Connecting leaders across industries to foster meaningful relationships and collaboration.



Market Insights

Sharing perspectives on emerging challenges and opportunities impacting organizations across the GCC.



Regional Workforce Trends

Exploring the evolving dynamics shaping talent, leadership, and the future of work.



Transformation Dialogue

Facilitating conversations that strengthen organizational effectiveness and transformation capability.

- Creating a platform for leaders to learn, connect, and shape the future of work across the GCC.
- Collectively connecting LKA with thousands of HR and business leaders across Qatar, the GCC, and globally.





LOPEZ KHOURY
& ASSOCIATES

CONTACT US

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**Let's discuss how
your organization can
build transformation
that stays.**

 lopezkhoury.com

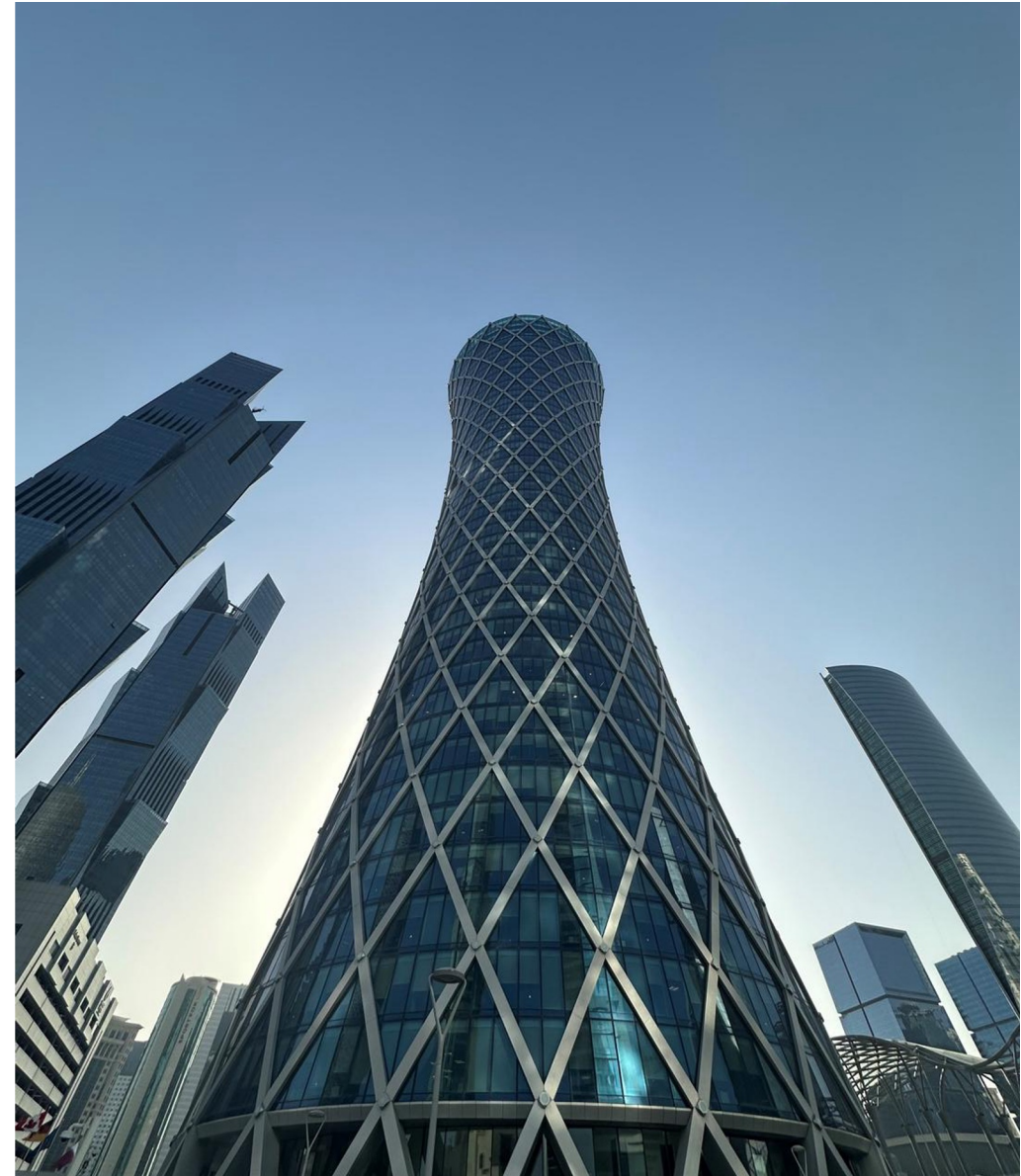
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