

AHMED NASR

Head of People Transformation | Organizational Design & HR Transformation

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PROFESSIONAL SUMMARY

Transformation leader with **20+ years** of experience driving **large-scale organizational transformation initiatives** in **banking and financial services**. Proven track record partnering with senior leadership to align **organizational structures with business strategy and regulatory requirements**. Expert in designing and implementing **target operating models, workforce strategies, and governance frameworks**. Demonstrated ability to drive **functional transformation including operating model redesign, process optimization, and capability uplift**. Strong experience leading **stakeholder engagement across business, risk, and compliance teams** in complex, regulated environments. Track record of building high-performing teams and delivering transformation programs that enhance organizational capability and performance.

CORE COMPETENCIES

- **Organizational Transformation** — Large-scale transformation, organizational design, capability building
- **Operating Model Design** — Target operating models, workforce strategies, governance frameworks
- **Process Optimization** — Operating model redesign, process improvement, efficiency enhancement
- **Change Management** — Transformation adoption, stakeholder engagement, cultural change
- **Governance Frameworks** — Policy design, compliance alignment, regulatory requirements
- **Stakeholder Engagement** — Executive influence, cross-functional alignment, senior leadership partnership
- **Team Building** — Capability uplift, talent development, high-performing team creation

PROFESSIONAL EXPERIENCE

PMO & Regional Engagement Lead

Saudi German Hospital Group | Dubai, UAE | Jun 2024 - Present

Leading organizational transformation across 15-hospital network in UAE, KSA, and Egypt within complex, regulated healthcare environment.

- Partnered with senior leadership to align organizational structures with business strategy and regulatory requirements (JCI, HIMSS, MOH) across \$50M transformation program
- Designed and implemented target operating models and governance frameworks for clinical and administrative functions across 15 facilities
- Drove functional transformation including operating model redesign, process optimization, and capability uplift across technology and operations teams
- Led stakeholder engagement across business, risk, compliance, and HR teams ensuring alignment on transformation priorities
- Built high-performing cross-functional team of 30 professionals, developing workforce strategies and capability programs
- Provided thought leadership on future-of-work trends including AI adoption, telemedicine, and digital workforce enablement
- Drove organizational change management ensuring adoption of new processes and systems across 3 countries

Country Manager

PaySky, Inc. | Egypt | Apr 2021 - Jan 2022

Led organizational design and team transformation for FinTech startup in financial services sector.

- Partnered with senior leadership to design organizational structure aligned with market entry strategy
- Designed target operating model and workforce strategy for SuperApp platform launch
- Built initial team establishing organizational culture and capability frameworks
- Led stakeholder engagement with financial institutions and regulatory bodies
- Drove organizational transformation establishing governance and operational frameworks

Head of E-Commerce Product & IT Strategy

Al Araby Group | Egypt | Jan 2020 - Jan 2021

Led organizational transformation for digital commerce initiative.

- Partnered with senior leadership to redesign organizational structure for e-commerce transformation

- Drove operating model redesign and process optimization across retail operations
- Led stakeholder engagement across business and technology teams
- Implemented capability uplift programs for digital skills development

Product Development Manager

Delivery Hero SE (Talabat) | GCC Markets | Jun 2017 – May 2018

Drove organizational transformation during 233x platform growth across GCC markets.

- Partnered with senior leadership (Berlin HQ and regional) to align organizational structures with hypergrowth strategy
- Led Operations Excellence Committee driving operating model optimization and process improvement
- Drove organizational transformation enabling scale from 30,000 to 7 million daily orders
- Led stakeholder engagement coordinating change across GCC countries and Egypt markets
- Built cross-functional teams with workforce strategies supporting massive scale growth

PMO Section Head (Project Management Department Manager)

Network International | Egypt | Sep 2014 – Jun 2017

Led organizational transformation for payments and banking division across 8 countries in regulated financial services environment.

- Partnered with senior leadership to align organizational structures with business strategy across emerging markets payments division
- Designed and implemented target operating model and governance frameworks for enterprise PMO serving banking and financial services clients
- Drove functional transformation including operating model redesign, process optimization, and capability uplift across 8 countries
- Led stakeholder engagement across business, risk, and compliance teams managing 300+ banking projects
- Built high-performing team recruiting, training, and developing 16 Project Managers with structured capability programs
- Implemented governance frameworks ensuring regulatory compliance (PCI-DSS, banking regulations) across multiple jurisdictions
- Provided thought leadership on industry best practices and banking-specific operational challenges
- Drove organizational change management standardizing project delivery methodology across emerging markets

Engagement Manager

Revamp Consulting | USA, UAE, Egypt | Mar 2013 – Sep 2014

Organizational transformation consulting for enterprise clients.

- Delivered organizational transformation consulting for Mayo Clinic (healthcare process optimization) and AT&T (service operations transformation)
- Partnered with client senior leadership to design target operating models and governance frameworks
- Led stakeholder engagement across business, HR, and operations teams
- Drove change management ensuring adoption of new organizational structures and processes

Earlier Experience (2004-2013)

- **Senior Project Manager, PMO | BlueCloud (2012-2013)** — Organizational transformation for Microsoft Egypt, Vodafone Egypt, Qatar Diar
- **Project Manager | Intel Corporation (2011-2012)** — Team transformation and capability building for LTE programs
- **Technical Leadership Roles (2004-2011)** — Team building and organizational development in technology sector

EDUCATION

- **MBA, Master in International Business Administration (MIBA)** — Paris ESLSKA Business School | 2025-2027 (In Progress)
- **Project Management Professional (PMP) Training** — Université française d'Egypte | 2007-2008

PROFESSIONAL CERTIFICATIONS

- PMP — Project Management Professional, PMI, 2008
- CBAP — Certified Business Analysis Professional, IIBA, 2014
- Lean Six Sigma — Process Optimization, SUNY, 2010
- CSM — Certified Scrum Master, Scrum Alliance, 2014
- CSPO — Certified Scrum Product Owner, Scrum Alliance, 2014

BANKING & FINANCIAL SERVICES EXPERIENCE

- **Network International (2014-2017):** 8 countries, 300+ banking clients, Visa/Mastercard networks, PCI-DSS compliance
- **PaySky (2021-2022):** FinTech, SuperApp architecture, financial services transformation
- **Consulting:** Banking sector organizational transformation and process optimization

ADDITIONAL INFORMATION

- **Location:** Dubai, UAE
- **Languages:** English (Fluent), Arabic (Native)
- **Industries:** Banking, Financial Services, Healthcare, Technology
- **Regulated Environments:** PCI-DSS, Banking Regulations, JCI, HIMSS, MOH