**RESOURCING AND TALENT MANAGEMENT TO SUSTAIN SUCCESS**

[Name of Student]

[Name of Institute]

[Date]

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# Internal and External Factors Shaping Resourcing and Talent Strategy (AC1.1)

Almana & Partners, a Qatari conglomerate with operations in automotive, construction, retail and real estate faces changing resourcing and talent strategies because the entire labour market of Qatar is modifying due to economic diversification and regulatory reforms, forcing organisations to closely evaluate internal and external issues affecting employee planning. This discussion will critically analyse one external factor and one internal factor which substantially influence talent strategy of Almana & Partners followed by certain strategic enhancements building upon CIPD frameworks and scholarly insights

## External Factor- Qatarisation Policy

According to Eversheds(2024) **Qatarisation** is a policy-driven campaign to increase Qatari employment, particularly in the private sector by the strategic enactment of “*Qatarisation Law No. 12 of 2024*” that serves as the foundation of Qatar’s National Vision 2030 but nationalisation policy complicates talent resourcing and retention for Almana & Partners because it operated in expatriate-dominated industries like construction and retail (GLMM, 2017). However as per Namees (2025) the work force in Qatar still constituted around **94% expatriate** that is still highest in the Gulf region, illustrating the disparity between nationalisation ambitions and actual results but as government requirements and incentives target private enterprises but Almana is under pressure to comply as CIPD (2025) already established that external labour market conditions impacting workforce planning and strategic recruiting. The strategic goals of **Qatar conflicted** with substantial use of expatriate technical and administrative workers at Almana because according to Younis et al. (2023) the lack of competent Qatari workers especially in technical disciplines makes compliance of nationalisation requirements difficult without sacrificing production while as per Homem (2023) this **talent mismatch increases** recruiting costs, training loads and onboarding times as companies educate local employees to operational readiness. However this external factor primarily strives to boost national employment and economic sustainability but if organisational preparation is low then this kind of policy modification often became **tokenistic** (Caldwell, 2024), because organisations like Almana would treats compliance as a checklist rather than a development plan leading to poor Qatari employee retention with cultural friction in heterogeneous teams therefore, nationalisation can be a double-edged sword in talent management by impacting resourcing and talent retention.

## Internal Factor- Organisational Leadership and Culture

Manekar (2024) reported that leadership and culture are internal factors affecting HRM practices and organisational effectiveness because **leadership styles** affect morale, engagement and productivity while the **organisational culture** impacts behaviour and recruiting thus leadership philosophy and culture at Almana **internally shape** its talent strategy. The leadership philosophy influences employee development, diversity and innovation in resourcing as RocketReach (2025) suggested that many Qatari conglomerates, including family-owned businesses like Almana follow **hierarchical leadership models** with centralised decision-making, limited empowerment and a cautious approach to change. However Beltrán-Martín et al. (2024) argued that such leadership cultures often hinder the efficacy of talent strategy in a number of ways as primarily the strategic decision-making **inflexibility** hindered proactive workforce planning while CIPD (2025b) clearly recommended that **agile leadership** is needed to overcome turbulent labour markets, digital disruption and changing employee expectations because a rigid culture potentially **block innovation** in recruiting approaches like digital hiring platforms and psychometric testing and data-driven HR analytics in talent forecasts (Montero et al., 2022).

Moreover, the developing internal talent pipelines requires talent mobility, knowledge-sharing and cross-functional team development but cultural inertia often hinder this development as Sharma et al. (2023) cited that in **inflexible hierarchical workplaces** perceived advancement prospects, inclusive leadership and open communication would not be enough to retain high-potential employees. Additionally Narayan et al. (2024) further added that rigid leadership approaches potentially overlook diversity as a strategic asset however Almana's diverse workforce would benefit from inclusive leadership as it elevates engagement and creativity hence the company develop risks of **expatriate and local talent churn** and underutilisation without an inclusive culture.

## Recommendations for Improvements

Almana & Partners should explore these strategic recommendations within talent and resourcing strategies to better address the external and internal variables;

### Developing Qatarisation Integration Framework (QIF)

Almana should use a Qatarisation Integration Framework (QIF) to align national employment targets with internal career development routes instead of considering Qatarisation as a compliance statistic by:

* Creating organised graduate trainee programs for Qatari nationals, mentored by top executives
* Collaborating with Qatari universities and vocational institutes to provide sector-specific training programs
* Include long-term career planning in Qatari recruit onboarding to promote meaningful growth

Qatarisation will become a competitive advantage with this proactive methodology as CIPD (2024) stresses over the need of **inclusive talent streams** for long-term organisational performance especially in nationalisation-driven regions.

### Leadership Development for Cultural Transformation

Transformational, emotional and multicultural leadership programmes must be funded by Almana while these leadership development programs should have:

* Provide executive coaching to top executives to transition from directive to participatory leadership styles
* Workshops on unconscious bias and cultural intelligence for inclusive decision-making
* Establish cross-functional leadership groups for decentralised innovation

CIPD (2024b) believes that “***culture eats strategy for breakfast***” therefore even the finest talent strategies fail without the correct leadership mentality thus progressive leadership must unleash national and expatriate talent through cultural change.

### Workforce Analytics for Strategic Forecasting

The underutilisation of labour analytics is a critical problem in many Gulf-based companies but Almana should create a comprehensive HR data ecosystem for strategic resourcing by:

* Using predictive analytics to identify talent gaps, succession risks and future skill needs
* Monitoring important indicators including time-to-fill, cost-per-hire, department retention rates with nationality career advancement
* Providing real-time insights to HR and business leaders through dashboards

According to Prakash (2024) this **data-driven strategy** in modern organisational context facilitates agile resourcing and evidence-based organisational capability-market demand alignment hence in the fast-paced world of big data analytics every organisation can experience growth and operational efficiency with better strategic decision-making opportunities.

Collectively, the resourcing and talent strategy of Almana & Partner is moulded by dynamic internal and external factors as the Qatarisation requires a new strategy to recruiting and development while the leadership culture affects the success of these modifications however Almana can adapt to these variables and use them to gain a competitive edge in Qatar's fast-changing economy by recalibrating its leadership, data processes and Qatarisation strategy.

# Recommendations for Improving Effectiveness of Employee Induction Programme (AC2.4)

In the Gulf area, the fast organisational expansion and significant expatriate workforce churn create unique problems making **employee induction** a critical yet underutilised element of the employee lifecycle. Almana & Partners, one of Qatar's oldest and most diverse corporations must improve effectiveness of its induction programmes to align new hires with company culture, boost productivity and reduce early turnover therefore this critical discussion recommends two strategies for Almana's induction process in the lights of successful case studies from top Gulf businesses while it also presents a methodological framework for measuring induction effectiveness but first it is important to analyse why the reform is necessary;

**Need of Reform:** The fast-paced labour market of Qatar constituted around 94% of the foreigners in professional roles (Namees, 2025), leading to **induction issues** related to cultural diversity, variable onboarding norms and unclear roles. Kennedy (2025) empirically proved that **22% of worker turnover happens within 45 days of hiring** due to inadequate onboarding because majority of the organisation utilise transactional HR-led induction approaches that focus on policies and ignore emotional involvement, cultural integration and socialisation however these are also are essential for long-term retention and performance.

## **Recommendation 1- Implement a Digital Gamified Onboarding Platform**

A digital onboarding system with gamification, multimedia and interactive learning modules is recommended because according to Shaheen et al. (2025) this strategy **enhances employee engagement** while ensuring uniformity across departments and enables scalable onboarding which is critical for a varied company like Almana because it operates in the automotive, real estate and retail sectors.

### Successful Case and Theoretical Support

Emirates Group in collaboration with AWS launched "***Emirates Virtual Hub***," a complete AI based digital onboarding tool for new employees and this platform employs virtual reality to acquaint workers with corporate procedures and culture, improving recall and confidence before Day 1 therefore the internal data showed that Emirates **saved $517,000 in recruitment costs** followed by **saving 1,100 days of recruiters** after implementing digital onboarding (Emirates, 2023; Rahhal, 2025). Therefore a similar system would provide multi-site onboarding for employees in multiple business units and real-time data on employee development and understanding for Almana & Partners while assisting expatriate employees in understanding Qatari business conventions and values would also reduce the **culture shock**. Similarly, Sani et al. (2023) reported that the process of digital onboarding also follows social learning theory by simulations, leadership videos and interactive modules to train workers while it also meet **employee healthy hiring** of CIPD (2017) by promoting “pre-boarding” and ongoing learning to engage employees early in company values, objectives and goals.

### Suggestive Implementation

* Pre-boarding access to digital assets such as organisational structure, brand story and departmental overviews
* Gamified quizzes on business policies and principles
* VR/AR workspace walkthroughs and virtual "meet the team" meetings
* Incorporated feedback questionnaires in modules

## **Recommendation 2-Introduce Structured Mentorship for Cultural and Social Assimilation**

It is recommended that Almana and Partners should create a mentorship-based induction programme that pairs new hires especially expatriates and inexperienced locals with experienced mentors for 90 days because according to Waxin et al. (2020) this **mentorship technique** promotes socialisation, cultural integration and information transfer, which are critical in the diverse global workplace of Gulf region

### Successful Case and Theoretical Support

Saudi Aramco (KSA) operates an "***Orientation and Early Career Development***" programme that is driven by mentorship under which new hires are paired with qualified business unit mentors who teach them tasks, expectations, company culture and informal customs therefore Sequeira (2016) found a 20% increase in new recruitment of female employees followed by substantial decrease in overall early turnover after the programme (Aramco, 2025). Similarly, this approach would also benefit diversified workforce of nationalities and business verticals across the Almana because Mentors can explain Qatari workplace customs, communication protocols and organisational strategies hence according to Paul (2023) this paradigm improves **psychological safety**, which always associated with work satisfaction and retention Additionally Yip and Walker (2021) further added that **mentorship improves social integration** which is also crucial for effective onboarding beyond task and role clarity while the CIPD (2025c) transition assistance guideline already emphasised over personalised human-centric onboarding.

### Suggestive Implementation

* Clear KPIs for mentor and mentee for the first 90 days of mentoring assignment
* Weekly reflections to track progress, difficulties and social input
* Mentor training sessions on coaching, cultural awareness and empathy
* Joint review meeting between mentor, mentee and HR at end of probation

## Measuring the Effectiveness

Almana should use **Kirkpatrick's Four Levels of Evaluation** with outcome-based HR metrics to evaluate the effectiveness of above mentioned reforms for induction improvements;

### Level-1 Reaction

* Collect real-time input through post-induction questionnaires and focus groups
* Evaluate digital onboarding interface and mentoring engagement satisfaction scores

### Level-2 Learning

* Evaluate information retention with online quizzes and mentor comments
* Assess grasp of basic policies, organisational structure and culture

### Level-3 Behaviour

* Conduct performance evaluations every 30-60-90 days to monitor behavioural alignment
* Track early team collaboration, attendance and engagement

### Level-4 Results

### Evaluate new recruit retention rates at 6 and 12 months

### Conduct a comparison of staff productivity and quality measures before and after redesign

### Assess onboarding ROI using HR analytics dashboards, such as time-to-productivity and satisfaction index

Collectively, the traditional compliance-driven induction is no longer adequate to attract, retain, and engage employees in the fast-paced Qatari business climate therefore a digital onboarding platform and mentorship-based cultural induction would enhance the new recruit experience, minimise turnover and improve culture with value alignment. However Almana can use Gulf-based strategies and Kirkpatrick's approach for continuous assessment while learning from Emirates Group and Saudi Aramco because the modernised induction fosters dedication, community and competency from Day One.

# Enhancing Workforce Planning of Almana and Partners (AC3.4)

According to CIPD (2024c) workforce planning forecasts future demands and places the appropriate people with the right abilities in the right roles at the right time to connect workforce of an organisations with its strategic goals hence the successful workforce planning supports organisation in staying competitive while achieving their short and long-term goals effectively hence following approaches evaluated for Almana and Partners to meet the current and future talent demands;

## **Short-Term Workforce Planning: Application of the “Seven Rights Principles”**

Short-term workforce planning must be dynamic, operationally orientated and adapted to current business needs in fast shifting labour market and varied business model of Almana & Partners (Sparkman, 2025). According to CIPD (2023) the “***Seven Rights Principles****; Right People, Right Skills, Right Shape, Right Size, Right Time, Right Place and Right Cost*" provide a practical framework to improve worker preparedness across diverse business of automotive, real estate, medical and retail because this paradigm promotes strategic alignment of people to production to optimally deploy human capital for seasonal demand, abrupt project expansions and organisational restructuring.

The elements of **right people** with **right skills** are primarily important because localisation (Qatarisation) ambitions of Almana are expanding as Qatar's workforce is still constituted around 94% of expatriate however Fragomen (2025) reported that the government wants to raise Qatari private sector involvement by 20% till 2030 therefore Almana must evaluate its internal and external recruitment pipelines to find high-potential Qataris and expats for business continuity. Similarly for **right shape and size** right-sizing requires a good balance of technical, administrative and strategic responsibilities because the organisation manages a multi-generational and multi-national workforce across diverse verticals hence as per Ruslan et al. (2022) this approach would decrease redundancy, workforce excess and **demand volatility in the short-term** as during the product introductions the automotive sector often need additional operational workers while retail locations also need extra temporary staff during high holiday seasons (Obermair et al., 2023; de Ruyter et al., 2024). Furthermore for ensuring the **right time and place**, CIPD (2023b) already emphasised on time to productivity as a critical worker performance parameter hence the new recruits or reallocated internal workers deployed at the proper time and location prevent interruptions, especially across Qatar's geographically dispersed company sites as Mohammed et al. (2025) illustrated that many retail and hospitality services relocated employees during the FIFA World Cup in Qatar to manage the peak flow of services. However the **right cost** including the workforce expenses like expatriate recruiting and housing are big element of operations across the enterprises in Gulf but through workforce planning and proactive redeployment (Darwish et al., 2022), the Seven Rights paradigm meets short-term demands without emergency recruiting or pricey consultants.

Collectively the **operational immediacy** makes this approach strong because according to CIPD (2023) it allows people professionals and business management in aligning staff actions with business triggers in real time however Vulpen (2023) argued that its transactional focus often miss strategic concerns including employee engagement, leadership pipeline and long-term capacity growth therefore a long-term data-driven workforce planning technique must also be used to create the strategic balance.

## Long-Term Workforce Planning- Six Stage Strategic Workforce Planning Methodology

Almana & Partners needs a comprehensive long-term workforce planning approach to support sustainable development, future skills alignment and national labour policies like Qatarisation therefore the **Six-Stage Workforce Planning Methodology** by CIPD (2023c) supports in assessing future labour demands predict change while creating internal capacity.

Primarily, aligning the workforce planning with corporate strategy of Almana is the **first step** of this framework under which the people professionals must map the employee needs if the company wants to grow in the digital corporate landscape however the workforce planning a joint responsibility between HR and senior leadership for buy-in and cross-functional alignment (Ahmad et al., 2023). Similarly in the **second step of mapping service change** it is important to understand operational adjustments, technology advancement and regulatory reforms that potentially change demand therefore as the retail operations digitise and green automotive solutions become more popular, Almana needs tech-savvy and environmentally conscious employees because many financial and back-office functions are becoming hybrid or remote due to evolving service delivery patterns (Bai, 2025). However in the **third step of defining the required workforce**, the people professionals need to support the future of the company as this stage forecasts the optimal number and kind of staff under which the HR analytics systems would better predict worker supply-demand scenarios via turnover number and market trends (Prakash, 2024), while CIPD (2024d) further also recommends **strategic competence modelling** to identify key and non-critical positions over 3 to 5 years.

Moreover, the next step of **understanding workforce availability** is also critical to assess both internal and external talent availability as this includes employee audits, succession planning and learning agility assessments internally while it also involves scanning Qatar's employment market externally which is impacted by localisation requirements, therefore Attwell and Hughes (2019) already recommends **working with education providers** or employing labour market data technologies to examine real-time availability and cost. Similarly, in the step of **delivering the workforce planning** it is vital to bridging gaps with targeted HR actions like leadership development, Qatarisation, global mobility or external recruiting drives as Kaliannan et al. (2022) highlighted that long-term talent pipelines limit foreign recruiting, supporting Qatar's sustainable human capital development objective. Additionally final step of **implement, monitoring and refresh** makes workforce planning dynamic and iterative under which Almana should establish KPIs for internal mobility and skills gap reductions however in line to the dynamic market environment the Workforce Planning Steering Committee must supervise implementation and make modifications (Schiopoiu and Ferhati, 2020). Collectively the long-term goals of Almana will be suitably met by the proactive and data-driven HR planning rather than reactive recruiting via Six-Stage framework under which it helps the company in strategically handling succession shortages, technology disruptions and nationalisation quotas.

# Technological Methods for Performance Management (AC4.2)

## **AI-Driven Performance Analytics with Predictive Workforce Management**

AI-driven performance analytics with predictive workforce management can revolutionise business ecosystem of Almana and Partners in Qatar due to digital transformation and workforce nationalisation while Grand View Research (2023) reported that global AI in HR market size was estimated at $3.25 billion in 2023 and is projected to grow at a **CAGR of 24.8% from 2024 to 2030** however these tools utilise big data, machine learning and behavioural analytics to assess employee performance and predict workforce trends for real-time choices.

### **Managing Individual Performance via AI Analytics**

Artificial Intelligence (AI) in performance management would improve how Almana and Partners evaluates, supports and develops employees across its different business sectors because according to Verma and Mishra (2024) traditional subjective and retrospective performance reviews often considered biased and inconsistent but Mashudi (2025) reported that AI analyses continuous data streams from project management systems, communication platforms and biometric data to provide objective yet **real-time individual performance** insights that reduces 82% of administrative burden followed by 74% increase in employee responsibility. The AI tools of “***IBM Watson Talent***” and “***SAP SuccessFactors***” reportedly helped companies in measuring productivity, identify disengagement and identify talent shortages while the retail segment of Almana already employed AI to track client engagement time, conversion rates and service quality of salespeople (Mana, 2021). Similarly, the HR and line managers can also use predictive indicators like turnover risk and leadership potential to design customised development programs because CIPD (2020) established that **technology-driven personalisation** improves employee engagement and retention. However, the varied and expatriate workforce in the region like Qatar requires transparent and ethical AI systems but as per Afroogh et al. (2024) the performance analytics often cause surveillance fear and data abuse, becoming punishing rather than developmental due to the “***Black Box***” nature therefore it is important to ensure careful integration of AI into a human-centred performance culture as over-automation can damage trust and psychological safety.

### **Managing Team Performance with Predictive Workforce Tools**

According to CIPD (2025d) the involvement of predictive workforce management improves team cooperation, balance workloads and estimate resource needs at the team level under which the **predictive AI** successfully detects team-level performance bottlenecks like project delays and communication silos while offering data-driven interventions like skills redistribution and automated team reassignments using historical and real-time data. Precedence Research (2025) reported that **automotive businesses of BMW with Alibaba** already adopted predictive analytics to anticipate project team efficiency based on prior schedules and subcontractor availability which improves HR and operations resource allocation and project continuity because Van and Davis (2021) affirmed that optimisation reduces friction and improves interdependent unit synchronisation, boosting team performance. Additionally the predictive techniques also identify **high-performing teams and the commonalities** that make them successful such as cross-functional diversity, balanced skill makeup and shared leadership while these findings often inform company-wide recruiting and team-building (Shuffler et al., 2018), however Allemann (2019) argued that data quality and integration restricted the implementation under which **siloed legacy systems** impair predictive insights in many Gulf organisations but despite this limitation predictive workforce management would allow Almana to spread its analytics across departments and increase its strategic agility especially when the company prepares for expansion or nationalisation compliance.

## Digital Collaborative Gamified Performance Platforms

Gamified digital collaboration platforms are a dynamic employee-centric alternative to performance management systems because according to Grünewald et al. (2019) these solutions use peer recognition, leaderboards badges and goal tracking in project management or HRIS systems to enhance engagement and team alignment.

### **Individual Performance via Gamified Metrics and Feedback**

According to Bassanelli et al. (2022) gamification uses **behavioural psychology** to encourage employees with quick feedback and rewards under which the platforms like as Microsoft Viva, Kazoo and Zoho People offer dashboards where employees can establish micro-goals, measure their progress, obtain badges and receive recognition in a visually appealing game-like environment hence this strategy would enhance **intrinsic incentive and accountability** for younger tech-savvy retail and customer service workers at Almana. Similarly, employees would compete and improve by using real-time leaderboards and point-based systems under which CIPD (2024e) reported that thus Almana should utilise this to reward frontline excellence like daily customer satisfaction objectives or upselling quotas. However John et al. (2023) argued that gamification sometime overemphasised over **short-term rewards** which weaken intrinsic drive if not balanced with genuine growth engagement therefore gamified platforms must also include diversified expatriate population of Qatar which would be less competitive or technologically educated.

### **Team Performance via Digital Collaboration Tools**

Gamified platforms allow teams to set objectives, assign tasks and celebrate successes as Trello with gamified plug-ins, Slack with Kudos integration and Monday.com provide real-time performance tracking and cross-functional collaboration hence these platforms provide **transparency and psychological responsibility** for cross-regional logistics and operational teams across the diverse verticals of Almana (Riar et al., 2022). Similarly, the virtual badges or team-based challenges like; “*finishing a project on time or answering a customer issue within SLA*” can build camaraderie and identification under which Ahsan and Das (2023) found that gamification promotes performance, team morale and cohesiveness in collaborative settings. Additionally, this contemporary method methodology follows guideline of the CIPD (2017) for **ongoing performance development above static evaluation** because these technologies also enable agile check-ins, peer-to-peer reviews and 360-degree feedback instead of yearly reviews however Kordova and Hirschprung (2023) argued that digital collaboration platforms might benefit outgoing team members and **downplay quieter but equally effective** employees therefore Almana must combine quantitative and qualitative data and have qualified employee supervising these systems to eliminate bias.

Collectively, the contemporary AI-driven performance analytics and digital collaborative gamified platforms allow Almana and Partners to update its performance management methods for dynamic labour market and digitalisation agenda of Qatar as the gamified systems encourage participation, cooperation and agility in performance improvement while AI improves individual and team performance evaluations. Contrary to the fact that these methodologies have many benefits, their effectiveness depended on ethical execution, data integration and inclusive design hence Almana can establish a comprehensive performance culture that measures employee delivery and encourages their growth, collaboration and innovation by using AI for strategic forecasting and gamified platforms for cultural engagement.

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