

Curriculum Vitae
Maher Alkhatib

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Introduction

What can Excellent Companies gain from Excellence?

- Excellent organizations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.
- Excellent organizations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.
- Excellent organizations enhance their capabilities by effectively managing change within and beyond the organizational boundaries.
- Excellent organizations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.
- Excellent organizations have leaders who shape the future and make it happen, acting as role models for its values and ethics.
- Excellent organizations are widely recognized for their ability to identify and respond effectively and efficiently to opportunities and threats.
- Excellent organizations value their people and create a culture of empowerment for the achievement of both organizational and personal goals.
- Excellent organizations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment.

As I am a consultant of EFQM accredited assessor and trainer with experience in conducting assessments for a huge number of public and private owned organizations. I help organizations realize the gaps and develop effective action plans and I guide them to how to best prepare an award submission document. This includes the **EFQM** award, and any local awards.

How can I help you…

1. Conduct gap analysis and mock assessments against the EFQM criteria and business excellence model. This involves documentation review, site visits, and interviewing the organization key people. I will provide you with a comprehensive feedback report to guide

your organization through the gaps and how to develop a corresponding effective action plan.

2. Help you implement business excellence self assessments tools. Such tools you can obtain from the EFQM and/or international, regional and local business excellence awards.
3. Develop action plans to overcome previous assessment visits and feedback reports, set SMART objectives and decide the right strategies, approaches and methodologies necessary for implementation. This includes developing processes, methodologies and people.
4. Support the implementation of projects and initiatives decided by the business excellence strategy and plans.
5. Provide you with the necessary awareness training explaining business excellence concepts and the award criteria, how to prepare teams and submission documents and how to integrate business excellence into your strategy plan and daily operations.
6. I understand how important the strategy plan is for your business. I understand the impact of a good strategy on your business and your need for the proper tools to help you implement it and effectively follow-it up. I am equipped with hands on experience in helping organizations plan their strategies and develop and maintain effective systems for implementation. I lead you through the journey, and you will be exerting the real effort in putting the plan together.
7. Emphasize business understanding.
8. Agree best approach that suits your organization
9. Utilize international concepts, best practices and strategy planning tools including and not restricted to: SWOT analysis, competitive analysis, Balance scorecards and communication and stakeholders engagement.
10. To enable organizations manage the necessary change that will guide performance enhancement and sustain continuous improvement. Self assessments and gap analysis are some of the tools I can use to help you express and plan your need for change. I can help you develop the necessary methodologies and systems to help you manage the change, and achieve results. I believe that knowledge transfer through coaching is key to the successful implementation of any of our services.
11. Quality systems help you develop a sound infrastructure with well mapped processes maintained in a clear governance system. They help you properly map your organization's stakeholders relations and establish a profound understanding of your products and services, and the policies governing your customers and employees relations.
    - The performance management system will be clearly addressed being an integral part of an effective continuous improvement cycle and projects management.

Maher Alkhatib's Profile

- Strategic thinking, creative thinking and problem solving.
- Accurately interpreting & understanding customers' expectations & requirements.
- Effective performance under pressure.
- Excellent teamwork, team spirit, presentation, and public speaking skills.
- Fast learning and active listening with good adaptation skills.
- Impressive leadership skills and extremely social adaptability.

Career History

1. CEO of Swedish Excellence Association. SEA

2. Ex-Owner and Ex-CEO of Dolphin Management consulting – Dubai Financial Word Center. Since 2014 up to 2017
3. Strategic Consultant & Excellence Advisor in Abu Dhabi Chamber of Commerce Mar 2007 till 2014

   Working as strategic consultant for strategic Dept in ADCCI since Mar 2007 till 2014 plus director of training in ADICOE:

   Works on strategy formulation projects and the development of initiatives for achieving operational excellence, innovation excellence and growth. Analyzes internal and external data to help define problems, assess business cases and identify opportunities. Assists in the design and articulation of business solutions. Presents findings, conclusions and recommendations. Performs internal and external analyses to assist in developing a clear understanding of corporate strengths, weaknesses, opportunities and threats. Summarizes the insights gained and develops actionable recommendations for capitalizing on corporate strengths and opportunities, while mitigating weaknesses and threats. Gathers and analyzes data on the financial services industries, focusing mainly on the markets and customer segments in which private sector chooses to do business. Ensures that the scope of this research includes both private and government sectors and selected best-in-class companies against which its performance will be benchmarked. Helps assess implications of research to identify strategic imperatives.

   Packages and presents findings to senior staff members, working with them to craft winning business strategies. Creates roadmaps for driving these strategies down to a portfolio of specific strategic initiatives. Develops performance metrics for measuring strategy execution and delivery of expected benefits. Applies critical thinking skills and structured problem-solving techniques to design new solutions for optimizing business improvement opportunities.

   In addition to market research, provides and continuously improves the underlying data gathering & analysis tools, metrics and methods needed to support informed decision-making.

4. EFQM licensed assessor trainer (EAT)– October 2012 - 2017 till now
   Qualified for training EFQM Assessors in English And Arabic from EFQM foundation.

5. EFQM licensed Internal Assessor trainer (IAT) – October 2012 - 2017 till now

Qualified for training EFQM Assessors in English And Arabic from EFQM foundation.

6. L4E licensed trainer –from EFQM Foundation – July 2011- 2017 till now

Qualified for training the L4E course As EFQM 2013 Module (Leader for excellence) in English And Arabic from EFQM foundation.

7. J2E licensed trainer –from EFQM Foundation – July 2011 - 2017 till now

Qualified for training the J2E course As EFQM 2013 Module (Journey To excellence) in English And Arabic from EFQM foundation.

8. EFQM licensed Assessor –from EFQM Foundation – July 2011 - 2017 till now

Qualified as licenses assessor for EFQM 2013 Module in English And Arabic from EFQM foundation

2. Director of Training - Excellence Adviser
Abu Dhabi International Centre for Organisational Excellence (ADECOE), Abu Dhabi, UAE
Apr 2007 till July 2014

ADECOE's mission is to help organizations improve through certification, coaching and knowledge transfer.

Achievements:

I have provided technical support to some government agencies involved in implementing the 4th generation model in the Abu Dhabi Award for Excellence such as:

1. Technical support to Abu Dhabi Education Council in implementation of the 4th generation model and their participation in Abu Dhabi Award for Excellence in Government Performance 5th cycle 2017

2. Technical support to the Department of Finance - Abu Dhabi in the processing of documents to participate in Abu Dhabi Award for Excellence in Government Performance 5th cycle 2017.

3. Providing technical support to **Dubai Customs** for three years 2011-2012-2013 with a focus on supporting the participants in the individual categories in terms of understanding the model, collecting the required data and evidence, processing the presentation for the assessors, training for the interviews and site visit.

4.interviweing and assessing the nominated females for **Dubai Customs 1st cycle 2019** for the " Best Customs' female Award " as the 4th generation model.

I was the Trainer for the EFQM excellence model to the winners of the First and second Abu Dhabi Award for Excellence in Government Performance. I trained and coached the following Government bodies:

1. Abu Dhabi Police
2. Health Authority Abu Dhabi
3. Abu Dhabi Fund for Development
4. Environment Agency – Abu Dhabi
5. Abu Dhabi Water & Electricity Authority
6. Zayed House for Special Needs
7. Abu Dhabi education consul – 4th generation 2017

With more than 30 government's organizations I was helping in :

1. Conducted focus groups with the clients to help them redefine their vision, mission, and goals and address underlying organizational issues.
2. Identify, define, provide & measure KPIs for different clients based on their goals.
3. Performed an organizational structure analysis by utilizing one-on-one interviews
4. References are available upon request
5. and a focus group with management and staff.
6. Assessment of clients and their varied departments according to the European Foundation for Quality Management (EFQM model) criteria.
7. Designed and conducted PESTEL and SWOT analysis, customer service manuals, and customized surveys for the clients' that cover four different areas including their clients, employees, society, and suppliers.
8. Researched and analyzed new business opportunities (Benchmarking) for different clients.
9. Diagnosed the current organizational issues and created a phased development plan.
10. Collaborated with the client throughout the change process to build momentum, proper organizational environment and buy-in throughout the company.
11. Developed Change Implications plans and new policies by utilizing a series of meetings and focus groups, enabling the team to correctly identify process changes and training needs.
12. Prepared and performed presentations for clients.
13. Designed strategic plans for clients & provide advice on implementation.

- Helping organizations to improve through training , consulting, coaching and knowledge transfer:

- I trained on the excellence models, helping private and government's companies in writing the submission document, conducting gap analysis, setting priorities, internal excellence awards.
- Co trained with Certified EFQM trainers on the certified assessor courses.
- Training on how to set strategies, Balance Score Card. And helping many organizations on setting their strategy (Sh.Hamdan bin zayed diwan, A D Police, crises authority, …)
- Preparing the courses material in many subject in Arabic (leadership, strategic planning, Balance Score Card, training. ……..)
- During this, I trained on the excellence model, writing the submission document, conducting gap analysis, and co trained with Certified EFQM trainers on the certified assessor courses.

Also I have prepared more than 30 presentations in Arabic for a lot of subjects such as :

1- The Excellence Diploma material (EFQM 9 criteria requirements)
2- Strategic planning in government,
3- Strategic change management in public sector,
4- Strategic thinking,
5- Strategic administration,
6- How to built your strategies using balance score card,
7- Leaders,
8- Leader's skills,
9- Training,
10- Empowerment,
11- How to write submission,
12- 360 degree leader's assessment,
13- How to built a team,
14- How to create vision and mission,
15- Quality concepts,
16- How to do benchmarking,
17- Administration's concepts,
18- EFQM linkages,
19- How you deal with feedback report.

3. Management Control Officer
Al Noor Hospital, Abu Dhabi, UAE
March 1989 till Apr 2007

Company Profile:

Al Noor Hospital is an ISO 9001:2000 Certified Private Hospital, Member of the European Foundation of Quality Management EFQM, has obtained a Certificate of Appreciation from H.H. Sheikh Khalifa Excellency Award in 2003 & won the SKEA award in 2005.

1. **Assumed various duties as follows**
   - Reporting directly to the managing director:
     - Preparing of management reports and various MIS activities.
     - Participating in setting the major Kepi's of the organization.
     - Participating in the setup of the strategic plans.
   - Identifying existing and potential areas for improvements; suggesting preventive and corrective actions to improve the work flow.
   - Collecting information from all departments and subsidiaries of the hospital and generate the required statistical reports and cost analysis.
   - Carrying out the duties of internal auditor for the whole organization, e.g. monitor the performance of departments level, track down & correct any deviation in the functioning at senior staff level...etc.
   - Prepare the feasibility studies of new projects and / or major capital equipments purchases
   - Supporting the administration as needed.
   - Acting Manager, Administration during the absence of Manager, Administration.
   - Co-coordinating with department heads and staff in solving the day-to-day problems related to clients.

Member of:

- Steering Committee for Excellency
- Strategic Planning Committee
- Salary Scales And Grading Committee
- Awards & Recognition Committee
- Quality Management Team

2. **Qualified in <u>Delivering the Journey to Excellence Training</u>, EFQM , May 2011.**
3. **Qualified in <u>Delivering the EFQM Leaders for Excellence Training</u>, EFQM , May 2011.**
4. **Certified EFQM Assessor, Apr 2011. EFQM faculty.**
5. **Certified in the Journey to Excellence, EFQM , 2011.**
6. **Certified in the Leaders for Excellence, EFQM , 2011.**

7. **Internal Assessor, Al Noor Hospital Quality Management Team**
   Abu Dhabi, UAE
   2003 to present

Participates in the ongoing organisational development and business process re-engineering of the hospital. Scope of involvement includes conduct of self assessment using the EFQM Performa, Business Excellence Matrix, SWOT Analysis and other tools. Other involvement includes:

- Conducts assessment workshops for various departments
- Acts as internal facilitator during the conduct of the annual Strategic Planning activity of the hospital, specifically in the areas of Leadership, Policy & Strategy and Key Performance Indicators.

8. Member, Business Improvements Task Forces

Participates in several task forces aiming to improve the business performance within the hospital. Example will be as follows

- Billing Processes. A task force to reduce the bills rejections by insurance companies, improve the time needed to send these bills to the said companies and reduce the internal waste during the documents cycles.
- Medical Supply Chain. A task force to reduce the lagging time between requisition time and time to receive the needed items while keeping the stock level to its minimum possible as well as reducing the waste in the expired items.

2. Consultant:

Consultant for one of Dubai's major Governmental Departments to help them in preparation for Dubai Government Excellency Program (DGEP)

3. Senior Assessor, Sheikh Khalifa Excellence Awards

Abu Dhabi Chamber of Commerce - 2003 to present

I participated in conducting organizational review based on the standards of EFQM and SKEA models. The scope includes the conducting of a comprehensive assessment of the organization's strength, areas for improvement and recommendations for improvements.

I assessed several organizations during the 5th 6th & 7th cycles of SKEA.

4. Management Officer

Geophysical Service International, Syria

April 1987 till February 1989

Company Profile :

An American Company working as subcontractor for Shell and Halliburton, in Syria to prepare the geophysical studies for oil exploring.

Duties :

- Bank routine work e.g. foreign currency exchange, L/C …etc
- Purchasing of all items needed for the camps (4000 + worker) e.g. food & beverage, furniture …etc
- Accounting jobs, e.g. salaries, overtime, expenses,etc
- Taking care of all governmental relations e.g. Tax department, Custom Department, Ministry of Labor...etc.
- Taking care of the daily administrative work

Education and Qualification

First year of MBA – strategy and chain management supplying – Liverpool university, UK.
Bachelor of Arts (B. A.) in Business Administration , Damascus University – Syria 1983.

Trainings

1. Leadership training, April 06
2. Sharing best practice conference, May 2005
3. Sheikh Khalifa Excellence Award Assessors' Refreshing sessions (Jan. 2005, Jan 2006 & Feb 2007)
4. 9th World Congress for Total Quality Management (Sep 04)
5. Introducing Joint Commission International Accreditation (JCIA) Conference, April 04
6. Sheikh Khalifa Excellence Award Assessors' Training (Jan. 2004)
7. Strategic Planning Workshop (Oct. 2003)
8. SWOT Analysis Workshop (Sep. 2003)
9. Strategic Planning Workshop (Dec. 2002)

Computer Literacy

Apple Macintosh & MS Windows Operating Systems
Well conversant with office application like MS Word, Excel, & Power point

Language Skills

Fluent Arabic & English

Personal Details

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Nationality:	Swedish
	Marital Status: Married with 3 Daughters
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