



## People & Organizational Development

### Organizations succeed or fail based on their people.

Strategy without the right people, structures, and culture to execute it remains strategy on paper. BT&D helps organizations build the human and organizational foundations that turn strategy into sustainable performance.

Our People & Organizational Development practice draws on decades of senior practitioner experience across financial institutions and organizations in the Middle East, Africa, South Asia, and beyond. We do not offer generic solutions. We design and deliver programs that are grounded in real operating experience, tailored to the realities of your market, and built for measurable impact.

## Our Approach

We are practitioners, not theorists. Our consultants have led organizations, managed large teams, driven cultural change, and built capability at scale across emerging and global markets. This experience shapes everything we do.

We work across the full people and organization agenda:

- Assessing where your organization stands today
- Designing the structures, systems, and cultures needed for tomorrow
- Building the leadership and functional capabilities to get there
- Supporting you through the change

We do not stop at frameworks and recommendations. We work alongside your leadership and HR teams through design, implementation, and embedding, until the change is real and sustainable.

## What We Do

### Leadership Development

Effective leadership is the single most important determinant of organizational performance. We help organizations identify, develop, and sustain leaders at every level.

- Executive coaching and mentoring
- Leadership assessment and development programs
- Succession planning frameworks
- Board effectiveness programs
- C-suite capability development
- Change leadership development

### Organizational Design and Effectiveness

Structure follows strategy. We help organizations design operating models and governance structures that enable execution, clarity, and accountability.

- Organization design and restructuring
- Role clarification and job design
- Governance structure optimization
- Decision-making authority frameworks
- Performance management systems
- Organization culture assessment and transformation

### **Capability Building and Learning Programs**

We design and deliver capability building programs that develop the skills, knowledge, and judgment your people need to perform at their best. Our programs are built and delivered by senior practitioners, ensuring relevance at both a conceptual and practical level.

Our methodology emphasizes interactive learning through case studies, simulations, role plays, and applied exercises. Programs are tailored to your organization's strategic priorities, career development frameworks, and regional market context.

#### ***Professional and Technical Programs***

- Core functional and banking programs (entry to advanced levels)
- Applied financial analysis
- Credit risk: corporate, SME, commercial, consumer, and retail
- Relationship and account management
- Trade finance and international trade operations
- Treasury and capital markets
- Payments and transaction processing
- Digital banking and fintech
- Regulatory compliance: AML, CFT, and TBML
- Internal controls and information security
- Corporate governance
- Quality management
- Wealth management

#### ***Leadership and Management Programs***

- People management essentials
- Strategic thinking and planning
- Decision-making frameworks
- Communication and influence
- Team building and collaboration
- Managing through change

### ***Program Design and Delivery***

- Needs assessment and curriculum design
- Customized in-house programs
- In-person and virtual delivery
- Competency frameworks aligned to career progression
- Program effectiveness measurement and evaluation
- Certification programs where applicable
- Post-program coaching and mentoring support

### **Talent Management and HR Transformation**

We help organizations build the talent infrastructure and HR operating models needed to attract, develop, and retain the people who drive performance.

- Talent strategy development
- Recruitment and selection frameworks
- Onboarding and induction programs
- Career path design
- High-potential identification and development
- Retention strategies
- HR operating model design
- HRIS implementation and optimization

### **Change Management**

Large-scale transformation fails more often due to people and culture than to strategy or technology. We help organizations manage the human side of change effectively.

- Change impact assessment
- Stakeholder engagement strategies
- Communication planning and execution
- Resistance management
- Change champion networks
- Transition support and stabilization

### **Performance Management and Culture**

We help organizations align behaviors, incentives, and culture to their strategic objectives.

- Performance management framework design
- Balanced scorecard development
- KPI alignment across teams and individuals
- Reward strategy and structure
- Incentive plan design

- Culture assessment and diagnosis
- Culture change programs
- Values and behaviors frameworks
- Employee engagement strategies
- Culture measurement and monitoring

## Why BT&D

- **Practitioner-led:** Our programs are designed and delivered by senior international practitioners with real operating experience, not career academics or generalist facilitators.
- **Regionally grounded:** We tailor every engagement to the regulatory context, market realities, and organizational culture of the markets we serve.
- **Full lifecycle:** We cover the full people and organization agenda, from leadership and capability development through organizational design, talent management, and culture change.
- **Sector breadth:** While rooted in financial services, our practice serves corporates, regulators, development finance institutions, and public sector organizations across our regions.
- **Measurable impact:** We design for outcomes, not outputs. Every engagement is structured around clear objectives, milestones, and evaluation mechanisms.

## Geographic Footprint

Over the past two decades, our team has delivered engagements across approximately 30 countries spanning the Middle East and GCC, South Asia, Africa, and select European and global markets.

Having lived and worked in these markets, our consultants understand the business environment from the inside: the regulatory realities, the cultural dynamics, and the practical constraints that determine whether transformation succeeds or stalls.

## Contact

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