



The power of Human Resources to support the achievement of your strategic objectives

Suhail Bin Tarraf- Chief Executive Officer

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tanfeeth



Before I start explaining how you can better leverage HR to achieve your strategic objectives, let me tell you about Tanfeeth.

Tanfeeth was established in November 2011 to help companies across the GCC achieve service and operational excellence.

Our ambition of achieving customer service excellence is reflected in our vision and mission

“Our vision is to be the leading provider of service excellence in the markets we serve and to be highly valued in the communities where we work.”

“Our mission is to ‘wow’ customers by delivering services in a remarkable way. We invest in our team to make it happen.”



Two of the reasons we're different from other services providers...



We deliver results through:

1. People
2. Lean



## We've already had some early successes:

- Absorbed all Emirates NBD back office functions
- Expanded to 2,000 employees
- Achieved all SLA targets including:
  - 30% service improvements
  - 20% cost efficiency gains
  - 27% employee satisfaction improvement
- Engaged three new clients in the UAE telecommunications and government sectors, and Kuwaiti banking sector

Tanfeeth HR has played a critical role in their achievement, particularly given our emphasis on investing in people to achieve results.



# Your HR function can help achieve your strategic objectives through three business improvements

## PEOPLE

1. Enhance skill levels across the organization while creating a rapid response system for your evolving learning needs

## PERFORMANCE

2. Create a performance management system that drives specific behaviors and business outcomes
3. Achieve performance transparency by role-modeling the right behaviors

## CULTURE

4. Act as a responsive and trusted business partner, and support a lean way of working
5. Reinforce your 'one team' culture while providing flexibility for each Business Unit.



# Enhancing skills across your organization means focusing on training and leadership development

## WHAT TANFEETH DID

### BEFORE

Learning and development was ad-hoc and not driven by specific business needs

No established leadership development programs

Training often de-prioritized due to business demands and volumes

### AFTER

Co-located Line Training teams but with KPIs aligned to Business Unit goals

Introduced a training calendar including leadership development programs

Offered a guaranteed minimum 36 training hours per year for all employees



# A performance management system that drives the right business outcomes requires four key features

## WHAT TANFEETH DID

### BEFORE

No defined KPIs for employees

Performance reviews undertaken on an annual basis only

Infrequent visibility over performance with only ad-hoc feedback

Incentives not linked to performance

### AFTER

“Lean” KPIs established

Performance reviews undertaken on a monthly basis

Daily visibility over performance through tracking of KPI achievement

Incentives linked to performance





# Role-modeling a culture of transparency means introducing regular, cascading reviews

## WHAT TANFEETH DID

### BEFORE

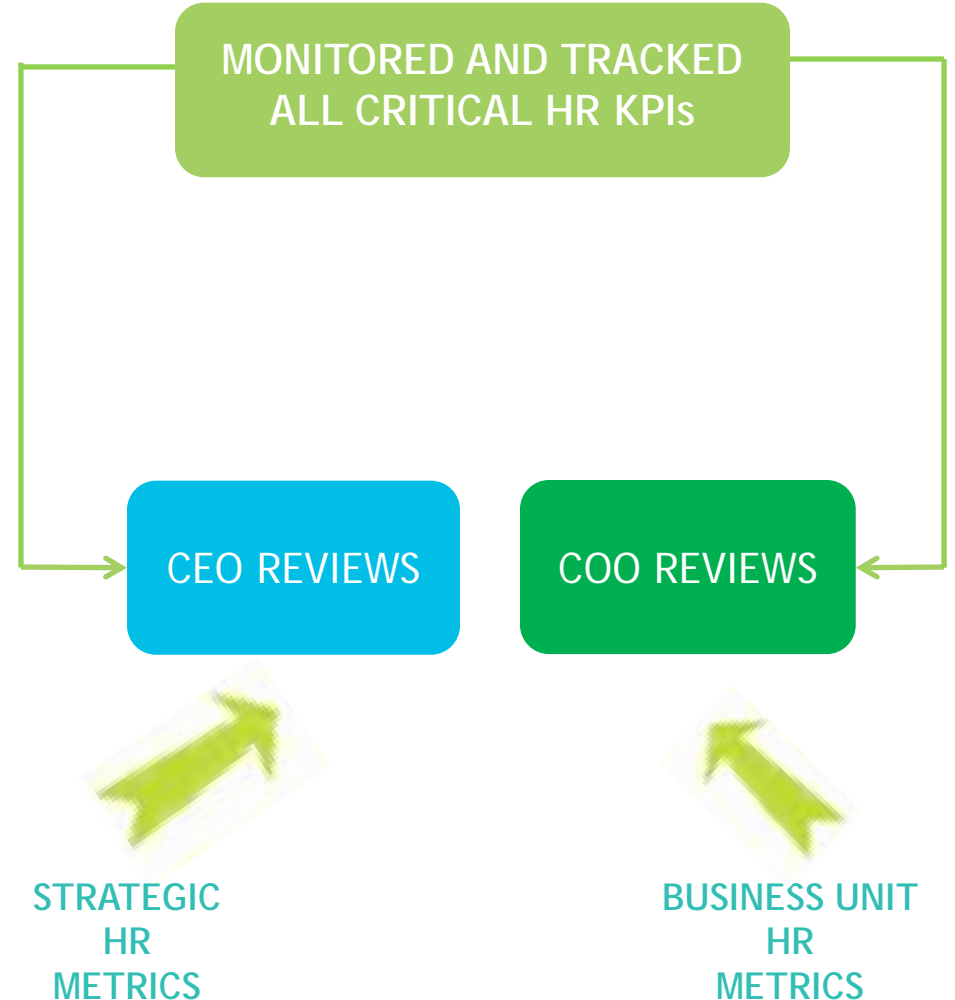
HR KPIs established but no governance model to ensure they were reviewed and measured on a regular basis

### AFTER

Monitored and tracked all HR KPIs

Business Unit HR metrics evaluated at COO reviews

Strategic HR metrics evaluated at CEO reviews



HR needs to be responsive and trusted, while supporting your way of working and which for us, meant working 'lean'

## WHAT TANFEETH DID

### BEFORE

Line HR established as centralized unit, located separately from Operations

No lean practices within HR team

Line HR KPIs based on needs of HR team, not operational and business needs

### AFTER

Created centralized reporting but KPIs aligned with Business Unit goals

Introduced lean practices within HR

Co-located Line HR with Business Units - replicating the structure of a military organization



WHAT CAN WE LEARN FROM THE MILITARY?



# Ensuring HR reinforces your 'one team' culture while providing flexibility means having the right balance between centralization and decentralization

## WHAT TANFEETH DID

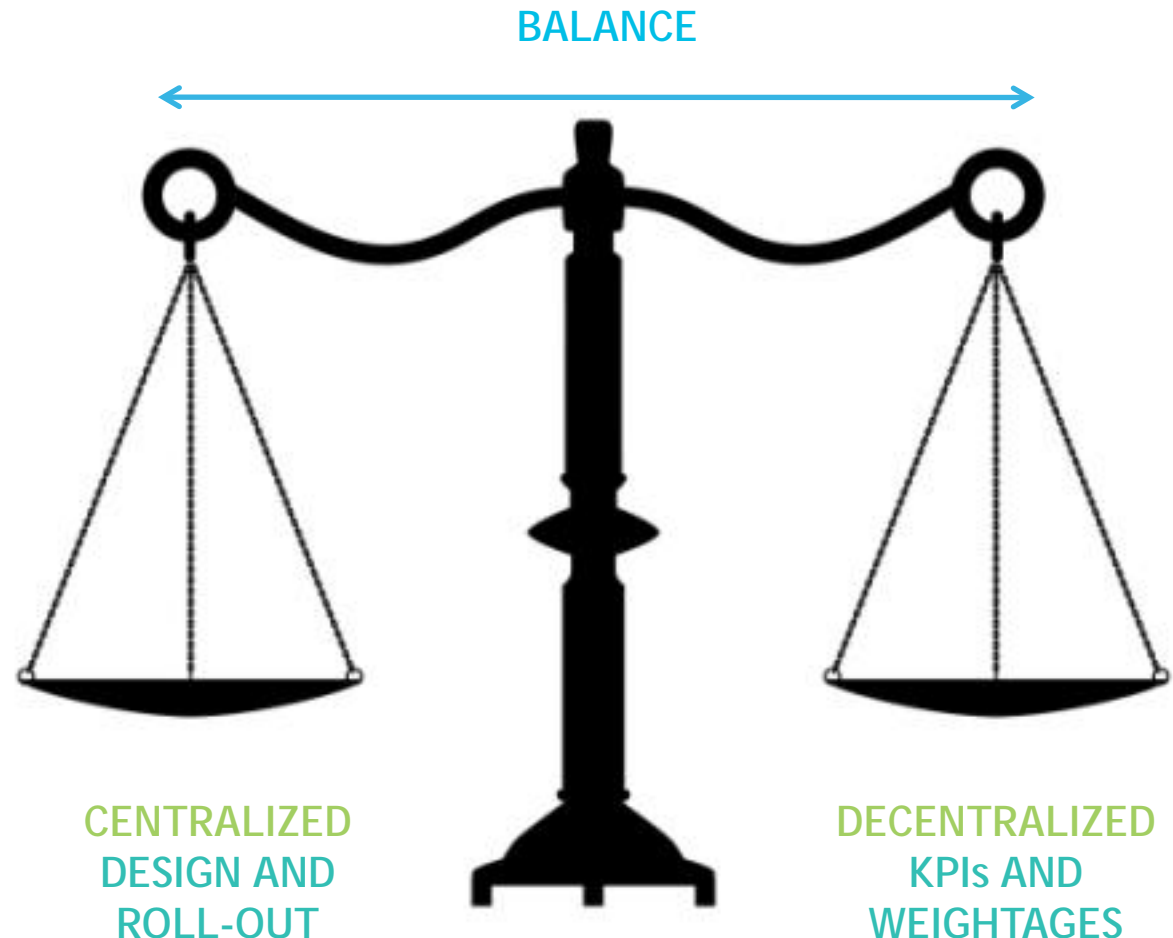
### BEFORE

All HR activities centralized within HR unit, which functioned separately from operational teams

### AFTER

Made strategic decision to centralize or decentralize each HR activity. An example is performance management.

We also centralized communications which is a critical part of the change management process.



# Our centralized communications program reinforces our 'one team' culture while keeping employees informed and engaged



**Dear All,**

In a great example of our values in action, the COO's focus on continuous improvement has been greeted by senior management and employees alike.

An exceptional team of employees, led by the COO, has successfully implemented the TCI for credit card.

“Let us now work together as one team”

Through my personal contributions in the progress of credit card processing for our region during Ramadan, I've said it all in the email.

The TCI implementation would eventually allow us to meet our customers' needs and improve our service. It is a testament to our commitment to continuous improvement and our belief in the power of our employees. It is also a testament to the hard work and dedication of the TCI team.

To everyone in Tanfeeth, let us work together as one team to achieve our common goal of providing the best service to our customers.

Amr AlMusalla  
Deputy Chief Operating Officer



**We're looking for ideas that make our customers happier!**

If you think you can help improve turn-around times, quality, process efficiency, or quite simply just make Tanfeeth a better place to work, let us know!

- Write your idea on the T-card and give it to your team captain
- We'll review each idea on a weekly basis.
- For each idea we approve, you'll lead the initiative with an assigned coach/mentor

The best ideas will be rewarded with exciting quarterly prizes!

For more information, speak to your team captain



**Message from Suhail**

Dear All,

It's a pleasure to have you all back in the office after a well-deserved holiday. I hope you had a great time and are ready to get back to work with renewed energy and enthusiasm.

As we start the new year, I want to remind you of our commitment to excellence and our goal of providing the best service to our customers. We are looking for ideas that will help us achieve this goal, and we encourage you to share your ideas with us.

Suhail Bin Tarif  
Chief Executive Officer

**What's inside?**

- In the spotlight
- Accommodating our customers
- A day in the life of...

**LIAR! team**

That's one for the people

**LIAR! team**

That's one for the people



**A memo from Suhail Bin Tarif**

Dear All,

I am incredibly proud of our team for making this happen.

It is a testament to our commitment to excellence and our goal of providing the best service to our customers. We are looking for ideas that will help us achieve this goal, and we encourage you to share your ideas with us.

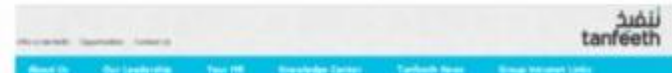
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Chief Executive Officer

**WOWCALL**

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**TRANSFORMING OPC**

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**Tanfeeth Excellence in customer service**

Our team is working hard to provide the best service to our customers. We are looking for ideas that will help us achieve this goal, and we encourage you to share your ideas with us.

**Our brand champions**

Meet the people who are making Tanfeeth a better place to work.

**NO TO YES**

It's a testament to our commitment to excellence and our goal of providing the best service to our customers. We are looking for ideas that will help us achieve this goal, and we encourage you to share your ideas with us.

**Calling all members!**

Did you know that employees who have mentors typically earn higher salaries and get promoted faster than those who don't?

**Training programs**

It's a testament to our commitment to excellence and our goal of providing the best service to our customers. We are looking for ideas that will help us achieve this goal, and we encourage you to share your ideas with us.



So what's the take-home message for a business leader looking to ensure their HR function supports the achievement of strategic objectives?

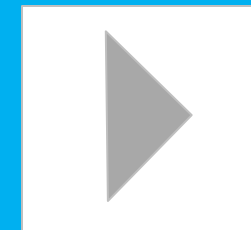
1. Have a clear understanding of your business model and objective
2. Design your HR function to deliver the outcomes needed to support this model
3. The key components of this includes ensuring HR:
  - Enhances skill levels
  - Creates results-driving performance management systems
  - Role models performance transparency
  - Is responsive and trusted
  - Reinforces your 'one team' culture while providing flexibility to Business Units



Our change video gives a great overview of who Tanfeeth is and where we're going



## Tanfeeth's journey A story of change





Questions?