AFNAN AL BALOOSHI

PRINCIPAL CONSULTANT | LEARNING & DEVELOPMENT, CAPABILITY & ORGANISATIONAL PERFORMANCE

Kingdom of Bahrain | +973 3394 2244 | afnanalbalooshi@hotmail.com
www.afnanalbalooshi.com | linkedin.com/in/Afnanalbalooshi | Arabic & English

PROFESSIONAL PROFILE

I am a Bahrain-based Principal Consultant with more than 20 years of professional experience across government leadership, learning and development, organisational development, institutional capacity building and community enterprise initiatives in Bahrain and Saudi Arabia. My work focuses on understanding organisational challenges, identifying the factors affecting people and performance, and developing practical solutions that support organisational effectiveness and sustainable improvement.

Before establishing my independent consultancy practice, I spent nearly 13 years in Bahrain's Ministry of Social Development, progressing through government and community-development responsibilities to lead the Khatwa Home-Based Businesses Development and Training Centre. I also led the Ministry team working with UNDP consultants on NGO and charitable-society assessments, institutional capacity development and implementation follow-up.

Today, I work with senior leaders, management teams and institutions on organisational diagnosis, people and management capability, workplace effectiveness and tailored organisational development interventions.

PROFESSIONAL STRENGTHS

Learning & Development • Capability Diagnosis & Learning Needs Analysis • Organisational Effectiveness • Organisational Development & Change • Management & Leadership Capability • Institutional & NGO Capacity Building • Community & Stakeholder Engagement • Entrepreneurship & Income Generation • Programme Design, Facilitation & Evaluation

PROPRIETARY ASSESSMENT FRAMEWORK

Integrated Capability Framework: one diagnostic system with three modules, each linked to a service. Performance maps the gap between expected and actual performance and separates capability, management and system causes. Learning & Development assesses how professional teams apply their expertise and sets learning priorities. Leadership gathers three perspectives on each manager (self, team and senior management) to separate individual gaps from organisational causes.

All modules share four maturity levels (Operational, Developing, Integrated, Leading). Assessment tools and criteria remain proprietary.

SELECTED CAREER ACCOMPLISHMENTS

- Established an independent consultancy practice serving organisations in Bahrain and GCC countries, with assignments across healthcare, technology, retail, professional education and corporate settings.
- Progressed through Ministry responsibilities into leadership of Khatwa, overseeing centre operations, staff, training and development initiatives supporting productive families and home-based businesses.
- Led the work behind Khatwa's entry for the AGFUND International Prize for pioneering human development projects; the programme won the 2014 prize as the best project among 56 countries, and the Minister personally recognised my contribution.

- Led the Ministry team collaborating with UNDP consultants on NGO and charitable-society capacity building, contributing to organisational assessments, recommendations and engagement with participating organisations.
- Formally recognised by the Ministry's National NGO Support Centre for an effective and constructive contribution to evaluating the institutional performance of NGOs, and helped administer the collaborative drafting of the new law for not-for-profit organisations, including public consultation forums.
- Contributed to government and partner initiatives that supported entrepreneurship and income-generating opportunities for families, including households receiving social assistance.
- Undertook organisational and leadership-development engagements for recognised institutions and companies, including Bahrain Defence Force Hospital, Codebase Technologies, Saudi Retail Academy, Ramez Group and Saudi Aramco through Rectus Consultants.
- Selected through the U.S. Embassy for the U.S. Department of State International Visitor Leadership Program on Small Business Development, and completed specialist international entrepreneurship and income-generation training in India.
- Built a professional portfolio combining an MBA, CIPD qualifications, transformational leadership and career-coaching credentials with practical training and assessment work in Arabic and English.

PROFESSIONAL CAREER

Principal Consultant – Learning, Development & Organisational Effectiveness

Afnan Al Balooshi Consultancy, Bahrain | Independent consultancy practice, 2018–Present (commercially registered 2025)

Provide independent learning and development, organisational development and capability consultancy. My approach begins with understanding the organisational issue and the expectations of those involved before recommending a suitable intervention.

Services: Professional Capability Development • Organisational Effectiveness Programmes • Organisational Development & Transformation • CIPD Professional Services • Internal Quality Assurance (IQA) Services

- Lead organisational reviews and stakeholder consultations to identify management, capability, performance and workplace-effectiveness challenges.
- Advise leaders and management teams on capability development, leadership, organisational behaviour, communication, teamwork and practical change.
- Design bespoke interventions informed by the client's context, combining facilitated management work, coaching, simulation, workplace learning and structured reflection where appropriate.
- Manage assignments from initial scoping and consultation through programme design, delivery, client feedback and review.
- Work across healthcare, technology, retail and professional environments, adapting the approach to the organisation rather than relying on a standard course.

Head, Khatwa Home-Based Businesses Development & Training Centre; earlier Ministry roles

Ministry of Social Development, Bahrain | 03 November 2005 – 26 July 2018

Progressed through government responsibilities involving community services, family development and institutional support before leading the Khatwa Centre. The work combined public-service leadership, direct community engagement, programme development and collaboration with national and international partners.

- Led Khatwa's operations and development work, overseeing staff, programmes, training activities and support for productive families and home-based enterprises.
- Programme reach of around 850 registered productive families, extended through NGOs and through the skills programmes for women at the Ministry's social centres.
- Worked with community centres, participating families and partner organisations to identify enterprise-development needs and provide practical learning and support.
- Led the Ministry team collaborating with UNDP consultants on NGO and charitable-society capacity development, coordinating field visits, organisational assessments, stakeholder consultations, recommendations and implementation follow-up with participating organisations.
- Coordinated with Ministry departments, government bodies, Family Bank, NGOs and development partners on community programmes and entrepreneurship initiatives.
- Contributed to initiatives supporting families receiving social assistance to explore income-generating businesses and improve opportunities for economic participation.
- Supported programmes addressing women's development and equal opportunities, including work connected with the Supreme Council for Women.
- Managed day-to-day service and team responsibilities alongside longer-term programme development, external partnerships and implementation challenges.

SELECTED CONSULTANCY AND ADVISORY ASSIGNMENTS

The engagements below illustrate the breadth of my professional work. They are presented as examples of my contribution, not as a complete list of all services or assignments.

Leadership & Management Effectiveness

Codebase Technologies | 2026

Diagnosed leadership and team-effectiveness needs for around 30 team leaders and staff in a Bahrain-based team and an international team, then designed and delivered six applied sessions using simulations and root-cause analysis. Delivered a final evaluation report and a development-opportunities plan setting out actions for HR and managers.

Organisational Awareness & Stakeholder Focus

Saudi Retail Academy, Riyadh | 2025

Developed and facilitated programmes for heads of divisions and trainers, connecting organisational context, culture, cross-functional contribution and stakeholder expectations to everyday management practice.

Role Transition & Individual Development Coaching

Saudi Aramco, through Rectus Consultants | 2025

Contributed as an external specialist to a coaching-based engagement supporting an employee's transition to a senior secretarial role, focusing on role expectations, professional communication and workplace judgement.

Organisational Development & Workplace Effectiveness

Bahrain Defence Force Hospital – Crown Prince Centre for Training and Medical Research | 2023–2024

Worked with clinical and administrative departments to understand people, communication and operational challenges. Developed a simulation-based intervention addressing cross-departmental collaboration, problem-solving and workplace behaviour.

Departmental Capability & Coordination

Bahrain Defence Force Hospital – General & Medical Supply Department | 2019

Developed an integrated departmental capability programme involving supply, pharmacy, biomedical engineering, maintenance and administrative functions, with attention to coordination and workplace effectiveness.

Executive Strategy & Leadership

Ramez Group, Bahrain | 2018

Designed and facilitated a case-based development programme for senior management, including the CEO, addressing strategic thinking, leadership and executive decision-making.

Retail Workforce & Performance Capability

Imtiaz Al Arabia, Riyadh, Saudi Arabia | Contract assignment, October 2018 – July 2019

Led learning and development for retail operations and senior managers on a contract basis: conducted training needs analysis with managers, supported performance review discussions and competency-based development planning, and designed workplace coaching and on-the-job development linked to store and team performance.

GOVERNMENT, NGO AND COMMUNITY DEVELOPMENT EXPERIENCE

My Ministry career included substantial work beyond centre management. I collaborated with development specialists, government entities, NGOs, charitable societies, community centres and families on initiatives where successful delivery depended on local participation and institutional cooperation.

- NGO and charitable-society development: Worked directly with UNDP consultants and participating organisations on assessments, institutional needs, recommendations and practical follow-up. My leadership of the Ministry team was a central part of this work.
- Khatwa and productive families: Directed the centre's development and training activities for home-based businesses and productive families, connecting programme delivery with community needs and partner support.
- Income-generation initiatives: Participated in programmes encouraging families, including recipients of social assistance, to develop entrepreneurial activities and strengthen their ability to generate income.
- Institutional partnerships: Coordinated with Family Bank, government departments, development consultants and community organisations on implementation and participant support.
- Women's development and inclusion: Undertook training and programme-related responsibilities associated with women's needs in development and equal-opportunities practice.

PROFESSIONAL EDUCATION, TRAINING AND ASSESSMENT

IQA Assessor & Trainer| Programme Lead

Green Innova, Bahrain & Oman| NOCN Vocational Qualifications | 2026–Present

- Responsible for the overall planning, coordination and implementation of three NOCN vocational qualification programmes covering Education and Training, Vocational Assessment and Internal Quality Assurance.
- Currently reviewing qualification requirements, preparing training and assessment documentation, and organising programme delivery in Arabic and English.
- Will deliver training, guide learners through qualification requirements and support the preparation of assessment evidence.
- Will conduct learner assessments and workplace observations where required, providing developmental feedback in accordance with NOCN standards.

- Responsible for monitoring programme progress, coordinating learner support and ensuring assessment arrangements meet qualification requirements, while maintaining appropriate independence in internal quality assurance decisions.

Growth Partner | CIPD Trainer, Assessor & Internal Quality Assurance (IQA)
Future Business Skills (FBS), Saudi Arabia | 2026–Present

- Deliver CIPD Level 5 training, connecting professional standards with practical workplace applications.
- Assess learner submissions against CIPD assessment criteria, providing constructive feedback and guidance for improvement.
- Support internal quality assurance through sampling assessment evidence, reviewing assessor decisions and feedback, and promoting consistency and fairness in assessment practices.

CIPD Trainer & Assessor – HR and Learning & Development
Victory Training and Development Institute, Bahrain | 2019–2023; Trainer Roster 2025–Present

- Delivered CIPD Level 3 and Level 5 programmes in Arabic and English, using practical workplace examples to strengthen learners' understanding of HR and learning and development.
- Guided learners through assessment requirements, evidence preparation and application of professional knowledge.

ACADEMIC EDUCATION

- Master of Business Administration (MBA) — York St John University, United Kingdom | 2022
- Bachelor of Science in Business Informatics — AMA International University, Bahrain | 2009
- Diploma in Office Management — University of Bahrain | 2000

PROFESSIONAL QUALIFICATIONS AND MEMBERSHIPS

- Approved Trainer — Ministry of Labour, Bahrain | 2025–2030
- Holistic Career Development Coach Certification (CHCDC) — Holistic Coach Academy | 2025
- ICR Accredited Professional Life Coach — ICR Coach Register | 2025
- Counselling Practitioner | 2020
- Culture Transformation Masterclass | 2022
- Certified Transformational Leader — Masters Pro Management; programme recognised by the Chartered Management Institute (CMI) | 2021
- Certified Trainer, Integrating Women's Needs into Development — Supreme Council for Women & UNDP | 2011–2013
- CIPD Level 5 Diploma in Learning and Development | 2019
- CIPD Level 3 Diploma in Learning and Development Practice | 2014
- Agile Business Analysis & Improvements — Learning Tree International | 2014
- OHSAS 18001:2007 Lead Auditor — UK Quality Assessment Services | 2014
- Associate Member — Chartered Institute of Personnel and Development (CIPD)
- Professional Member — Bahrain Society for Human Capital Management (Tharwa)
- NOCN Level 4 Award in the Internal Quality Assurance of Assessment Processes and Practice (IQA) — Awarded October 2026

PROFESSIONAL SPEAKING & FACILITATION

ASRY — Leadership: Character or Role?
Bahrain | September 2026
Facilitated an interactive leadership discussion, encouraging participants to examine how leadership is demonstrated through behaviour, accountability and professional judgement. Used workplace examples and reflection to challenge assumptions about leadership and connect the discussion to everyday management practices.

HR Hive — Visible vs. Invisible Organisational Problems
Bahrain | September 2026
Designed and facilitated a case-study session for HR managers, applying root cause analysis and the Six Thinking Hats approach. Guided participants in identifying underlying organisational problems, examining different perspectives and developing practical responses that address causes rather than symptoms.

Youth Entrepreneurship Forum — Panel Speaker: Integrating SDGs into Youth Entrepreneurial Activities
Bahrain | 2017
Participated as a panel speaker, sharing perspectives on how young entrepreneurs can integrate Sustainable Development Goals (SDGs) into their business initiatives. Drew on practical experience in entrepreneurship and community development to highlight opportunities for aligning youth-led businesses with social and economic development priorities.

Global Entrepreneurship Week — Supreme Council for Women, Guest Speaker
Bahrain | 2017
Invited as a guest speaker to share practical experience in entrepreneurship development, productive-family initiatives and home-based businesses. Highlighted how skills development, institutional support and access to opportunities can help women establish income-generating activities and strengthen their economic participation.

National Unity Gathering Cultural Centre — Self-Motivation in the Workplace
Bahrain | 2017
Delivered a professional lecture examining the relationship between self-motivation, individual responsibility and workplace behaviour. Encouraged participants to reflect on how personal attitudes and initiative influence professional development and effectiveness.

American Cultural & Educational Center — Access Plus Internship and Workplace Readiness Programme
Bahrain | 2010–2011
Volunteered as a trainer, delivering workshops on leadership, youth empowerment and workplace readiness. Supported participating students in developing professional awareness, confidence and practical skills to prepare for future education and employment opportunities.

INTERNATIONAL RECOGNITION & PROFESSIONAL DEVELOPMENT

International Visitor Leadership Program (IVLP) — Small Business Development
U.S. Department of State, United States | 6–24 May 2013

Selected through the U.S. Embassy to participate in an international professional exchange focused on small-business development. Gained exposure to American approaches to entrepreneurship, enterprise support and institutional collaboration, broadening perspectives relevant to community enterprise development in Bahrain.

Family Bank — Social Business Lab
Bahrain | 7 September 2012

Participated in a Social Business Lab workshop exploring social enterprise and community-based business models. Strengthened understanding of how business approaches can be applied to social and economic development, complementing practical experience supporting productive families and home-based enterprises.

NIESBUD — International Trainers' Training on Entrepreneurship and Promotion of Income Generation Activities
Government of India | 29 November 2011 – 20 January 2012

Selected for a Government of India-sponsored international training programme focused on entrepreneurship development and income-generating activities. Engaged in enterprise case studies, rural field visits and practical learning, gaining approaches relevant to designing entrepreneurship programmes and supporting community-based enterprises.

Supreme Council for Women / UNDP — Certified Trainer: Integrating Women's Needs into Development
Bahrain | April 2011 – February 2013

Completed a training-of-trainers programme and was certified by the Supreme Council for Women and UNDP as a trainer in integrating women's needs into development. Built expertise in gender-responsive approaches to planning, programme design, community development and women's economic participation.