CURRICULUM VITAE

Dr. Nizar Baidoun

BEHAVIORAL STRATEGIST

Find the root.
Change the results.



CREDENTIALS

PhD in Human Resource Management
University of Portsmouth, UK

AVAILABLE IN

Kuwait, the GCC & internationally

25+	8,000+	138+	16+	44+
Years of experience	Leaders & professionals developed	Repeat clients	Industries served	LinkedIn recommendations

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Professional Summary

Behavioral Strategist with a **PhD** in Human Resource Management and **25+ years** of experience helping organizations translate behavioral insight into measurable results.

I have worked with organizations and developed **8,000+** leaders and professionals across all organizational levels in **16+** industries throughout Kuwait and the GCC, helping uncover and address the hidden behavioral causes behind performance gaps to achieve meaningful, lasting outcomes.

This work has led to **138+ repeat clients** across training, consulting, and coaching engagements, with **44+** recommendations on my LinkedIn profile.

My practical approach integrates **Organizational Psychology, Behavioral Science, and Organizational Behavior** as *diagnostic lenses, not delivery frameworks.*

A **Canadian citizen** based in Kuwait, I design and deliver interventions that create meaningful behavioral change. I have delivered in Kuwait, Riyadh, Jeddah, Doha, and Abu Dhabi, and I am available for international engagements.

Core Expertise

Training, Consulting, Coaching, Speaking, Behavioral Assessment, Questionnaire Design, Data Analysis

Behavioral Strategy Approach

Diagnostic intelligence informs every engagement, from design through delivery:

- **Training.** Builds the professional and behavioral capabilities required to close identified performance gaps.
- **Consulting.** Addresses organizational-level challenges, such as culture misalignment and strategic execution failures, by uncovering the behavioral causes and designing systemic interventions that address the root rather than the gap as it first appears.
- **Coaching.** Addresses individual leadership and performance challenges by focusing on the behavioral patterns that may be limiting impact and effectiveness.
- **Speaking.** Builds broader awareness and a shared language around behavior, performance, and organizational dynamics, creating insight that can translate into collective action.
- **Behavioral Assessment.** Evaluates individuals against defined organizational standards for purposes such as recruitment, promotion readiness, operational capacity, and behavioral fit, generating statistically reliable, decision-grade data.
- **Questionnaire Design.** Develops instruments to measure organizational concerns, including employee and customer satisfaction, stress and well-being, engagement, and culture.
- **Data Analysis.** Applies end-to-end analytical methods, from data cleaning and manipulation through statistical modeling, to translate findings into actionable organizational insight.

Selected Achievements

- **138+ repeat clients** across training, consulting, and coaching engagements
- **7,000+ applied hours** across all seven services
- **8,000+ leaders and professionals** developed across **16+ industries** *(Kuwait and the GCC)*
- Rated **"Outstanding"** 8 years in a row as Training Manager *(banking)*
- Rated **"Outstanding"** as Head of Professional Development *(healthcare)*
- Peer-reviewed **researcher and reviewer**, with published work indexed on Google Scholar

Academic Qualifications

DEGREE	SPECIALIZATION / MAJOR	UNIVERSITY / COLLEGE	COUNTRY	START	END
PhD	Human Resource Management	University of Portsmouth	**UK**	2012	2018
MBA	Business Administration	Kuwait University	**Kuwait**	2002	2004
Bachelor	Commerce *Administrative Management*	Concordia University	**Canada**	1993	1996
Diploma	Commerce Studies	John Abbott College	**Canada**	1991	1993

PhD Thesis: The relationship between demographic features, career satisfaction, and organizational commitment: evidence from the Kuwaiti banking sector.

Selected Recent Speaking Engagements

EVENT	YEAR	COUNTRY	TOPIC
GUST Faculty & Academic Staff Gathering	2026	Kuwait	Communication That Works
Kuwait Oil Company (KOC), General Staff Session	2026	Kuwait	Business Ethics (Code of Conduct)
Kuwait HR Conference	2026	Kuwait	Developing Second-Line Leadership
Kuwait HR Conference	2025	Kuwait	Using Artificial Intelligence in HRM
Kuwait HR Conference	2024	Kuwait	Training and Development
Kuwait HR Conference	2023	Kuwait	Employee Performance Appraisal

Selected Media Contributions

MEDIA OUTLET	EXPERTISE & CONTRIBUTION
Kuwait TV	**Host, The *Advisor* Program.** Presented 24 episodes on personal and professional growth.
Kuwait TV	**Guest, Good Morning Kuwait.** Career psychology.
Kuwait TV	**Guest, Good Morning Kuwait.** Developing second-line leaders.
Kuwait TV & Al Sabah TV	**Interviewed** on using AI in HRM.
Podcast	**Guest** on psychological safety.
Smarts Way Satellite Channel	**Career Development Specialist.** Training and development.
Makan Newspaper	**Learning & Development Analyst.** The financial crisis's impact on workforce training and development.
Al Masarif Magazine	**Training & Development Consultant.** Challenges and innovations in training within Kuwait's financial sector.

LANGUAGES **English** – fluent · **Arabic** – native

TECHNICAL **SPSS & SPSS-AMOS** · EFA, CFA, SEM

Core Expertise & Selected Training Engagements

The following outlines core areas of my expertise, each anchored in specific organizational challenges, alongside selected courses delivered across **16+ industries** in **Kuwait and the GCC**. All programs are developed from behavioral diagnosis rather than off-the-shelf content.

CORE EXPERTISE	BEHAVIORAL FOCUS	SELECTED PROGRAMS DELIVERED
Leadership Development	How leaders' enacted behavior, not their stated intent, shapes the results, culture, and people performance around them.	Leadership Essentials, Leadership for New Leaders, Emerging Leaders, Leadership Development Program for Fresh Graduates, Leadership for Senior Leaders, Leading Teams, Leading Remote & Hybrid Teams, Coaching, Motivating Others, Influencing Others, Delegation & Empowerment, Building Accountability, Decision-Making, Psychological Safety, Leadership Resilience, Executive Presence, Strategic Thinking & Planning, Competitive Analysis
Management Development	How management behavior at the operational level translates strategy into daily execution or systematically prevents it.	Mini MBA, Management for New Managers, Emerging Managers, Middle Management, Supervision for New Supervisors, Supervisory Skills, Team Building & Teamwork, Operational Planning, Managing Underperformance, Managing Up, Finance for Non-Finance Professionals
Human Resources Management	How HR systems, practices, and policies create or constrain the behavioral conditions that determine workforce performance.	Strategic HR Planning, HRM Cycle, HR Business Partner, HR Policies & Procedures, Workforce Planning, Job Analysis & Job Description Writing, Job Evaluation, Recruitment Cycle, Competency Framework, Competency-Based Interviewing, PHR, SPHR, CPHR, Onboarding Cycle, Performance Management Cycle, Compensation & Benefits, Employee Engagement, Staff Relations, Workplace Counseling, Exit Interviews, HR Analytics
Self-Development	How behavioral patterns, including mindset and self-management, determine personal performance under sustained pressure.	Mindset, Psychology of Success, Emotional Intelligence, Self-Management, Time Optimization & Priority Management, Stress Management, Adaptability, Critical Thinking, Creative Thinking, Assertiveness, Personal Branding, Business Etiquette

CORE EXPERTISE	BEHAVIORAL FOCUS	SELECTED PROGRAMS DELIVERED
Learning & Development	How L&D functions design and deploy learning interventions that produce measurable behavioral change rather than knowledge transfer alone.	Learning & Development Cycle, Training Cycle, Training Needs Analysis (TNA) Cycle, Preparing the Training Plan, Instructional Design, Train the Trainer, Learning Transfer, Training Evaluation & ROI (Kirkpatrick)
Talent Management	How organizations identify, develop, and retain the behavioral capabilities required to sustain competitive performance over time.	Talent Management Cycle, High-Potential Identification, Talent Review (9-Box), Succession Planning, Career Development Cycle, Individual Development Plans (IDPs), Retention Strategy
Communication & Writing	How communication patterns (spoken, written, cross-cultural, and in conflict or negotiation) shape professional relationships, influence outcomes, and drive or damage organizational alignment.	Communication Skills, Cross-Cultural Communication, Presentation Skills & Public Speaking, Meeting Management, Professional Business Writing, Report Writing (Arabic–English), Giving & Receiving Feedback, Handling Difficult Conversations, Conflict Management, Negotiation
Change Management	How individuals and organizations respond to change at the behavioral level, and what drives resistance, adoption, or sustainable transition.	Leading Change, Change Readiness Assessment, Stakeholder Management, Change Communication, Managing Resistance to Change, Culture Transformation, Organizational Psychology, Organizational Agility
Business Ethics	How ethical standards are translated into consistent, visible, daily behavior across all levels.	Ethics in the Workplace, Business Ethics, Ethical Leadership, Ethical Decision-Making, Code of Conduct
Workforce Optimization	How work design, task management, and problem-solving behavior affect individual and organizational efficiency and output quality.	Simplification of Work Procedures, Process Improvement, Workload Analysis, Setting Objectives/Targets & KPIs, Productivity Measurement, Problem-Solving, Root Cause Analysis, Design Thinking, Benchmarking
Data Analysis & Reporting	How behavioral data is designed, collected, analyzed, and translated into insights that inform strategic and operational decisions.	Research Methods, Questionnaire Design (Employee / Client Satisfaction – Stress & Well-being), Data Analysis, SPSS, SPSS-AMOS, Data Visualization, Interpreting & Presenting Findings, Research Publishing

Industry Experience & Selected Client Portfolio

This portfolio reflects sustained engagement with organizations across **16+ industries** in **Kuwait and the GCC**, with **138+ repeat clients** across the region.

	INDUSTRY	SELECTED CLIENTS SUPPORTED
1	**Banking**	Commercial Bank of Kuwait, Kuwait Finance House, Ahli United Bank, Boubyan Bank, Al Ahli Bank of Kuwait, Gulf Bank, Warba Bank, National Bank of Kuwait, Credit Bank of Kuwait, Burgan Bank
2	**Government**	National Assembly, Zakat House, Ministry of Commerce, Housing Authority, Kuwait Fund, KFAS, Kuwait Social Security, Arab Fund for Development (Kuwait), Youth Public Authority, Communication & Information Technology Regulatory Authority (CITRA), Amiri Diwan (Qatar), Electricity Regulatory Authority (KSA), Kuwait Ports Authority
3	**Oil & Gas**	Kuwait Oil Company (KOC), Kuwait Aviation Fueling Company (KAFCO), Joint Operations (Wafra), Kuwait Petroleum Company (KPC), Canar Oil Company, Kuwait Oil Tanker Company (KOTC), Kuwait Foreign Petroleum Exploration Company (KUFPEC)
4	**Real Estate**	Wara Real Estate, Mabanee Real Estate (Avenues), Wafra Real Estate, Moasher Real Estate, Red Sea (KSA)
5	**Construction**	Kuwait British Ready-Mix Company, Ducting and Servicing Company (DASCO), Al Ghazeer Carpentry Factory, Al Riyadh Group Company
6	**Services**	Marafie Group, Ali Abdulwahab, ASTAD (Qatar), Nesma (KSA), Al Sha'ab Leisure Park, Click Art & Top Expo, Middle East Environmental Lab
7	**Automotive**	BMW Kuwait, Automak, A'ayan, Porsche Kuwait (Bahbahani), Volkswagen Kuwait (Bahbahani)
8	**Education**	Kuwait University, Arab Open University (Kuwait), Gulf University for Science & Technology (GUST), American University of Kuwait (AUK), American University of the Middle East (AUM), British Council (Kuwait)
9	**Healthcare**	Royal Hayat Hospital, Dar Al Shifa Hospital, Medvision
10	**Investment**	Global Investment House, Burgan Holding Company, Kuwait Investment Company
11	**Telecommunications**	Future Communication Company, Viva Mobile Company (Kuwait), Ooredoo (Qatar)
12	**Wholesale & Retail**	Al Farisi For Readymade Kitchens, Abyat Home Development, Al Ghanim Industries, Al Munayes Foodstuff
13	**Aviation**	Kuwait Airways, Wataniya Airways
14	**Finance**	Finance Service Company (KIFIC), International Finance Advisory (IFA)
15	**Logistics**	Marafe Logistics Company, Public Warehousing Company
16	**Technology & ICT**	Quality Net

Coaching Engagements

Coaching has been a sustained and distinct component of my professional practice for **25+ years**. My one-to-one coaching work has supported leaders, professionals, and business owners in examining the behaviors, assumptions, decisions, and interpersonal patterns that influence their effectiveness and impact.

As a **Behavioral Strategist**, I bring **Organizational Psychology, Behavioral Science, and Organizational Behavior** into the coaching relationship as diagnostic lenses for exploring what may be shaping behavior, decisions, and interpersonal patterns. These perspectives inform the questions I ask and the patterns I invite clients to examine, without prescribing the answers or taking ownership of the client's agenda.

Rather than providing solutions, I create space for clients to examine **what is happening, what may be shaping it, and what they want to change**. The aim is not simply greater awareness, but the client's own insight, choice, and deliberate action.

How a Coaching Engagement Unfolds

- **Contracting and agenda-setting:** Establishing clear agreements around the coaching relationship, goals, expectations, and measures of progress, with the client defining what matters most.
- **Exploration and awareness:** Using questions, reflection, observation, and dialogue to examine behaviors, assumptions, decisions, and interpersonal patterns relevant to the client's goals.
- **Insight generation:** Connecting patterns, choices, and consequences to help clients see their situation from different perspectives and recognize what may be influencing their effectiveness.
- **Application between sessions:** Translating insight into deliberate experiments or behavioral changes within the client's real professional context, then using subsequent sessions to reflect on experience and learning.
- **Integration and continued development:** Reviewing progress, consolidating learning, revisiting goals where appropriate, and identifying what the client wants to sustain or continue developing beyond the engagement.

My Coaching Practice Includes

- **One-to-one coaching:** In-person and virtual coaching with leaders, professionals, and business owners, delivered as standalone engagements or alongside broader training and consulting work.
- **Client base: 30 individual coaching clients** across **16+ industries**, including banking, healthcare, and government.
- **Coaching focus:** Leadership effectiveness, self-awareness, decision-making, interpersonal effectiveness, behavioral change, and the application of new behaviors in the client's professional context.
- **Engagement structure:** Adapted to the client's objectives, context, and pace rather than delivered through a uniform program structure.

Practice Distinction: Coaching remains coaching. My behavioral expertise shapes the **lens through which behavior is explored**, not the answers the client is expected to reach. The client retains ownership of the agenda, insights, choices, and actions throughout the engagement.

Consultancy Engagements

Organizational challenges often have a deeper behavioral dimension: the patterns of people operating within the system. Structures can break down when authority patterns undermine them; policies can lose effectiveness when management behavior contradicts them; and performance systems can stall when the behaviors driving results remain unseen.

I begin every engagement with **behavioral diagnosis before making any design decision**. I have partnered with owners and C-level executives across financial services, manufacturing, real estate, retail, and services to strengthen organizational performance and build modern HR functions.

My consulting work spans **organizational redesign, operational audits, HR infrastructure, leadership development, and data-driven customer insight**. I translate behavioral diagnosis into clear structures, accountable roles, effective processes, and measurable people systems that support growth, stronger governance, and sustained performance.

Organizational Design & HR Transformation

I have directed end-to-end organizational redesign and HR transformation engagements, developing comprehensive operating models that included organizational structures, job architecture, authority matrices, compensation and benefits frameworks, performance appraisal systems, employment policies, contracts, and full-cycle recruitment and onboarding. These engagements established clearer accountability, stronger process discipline, and systems designed to hold under real operational pressure.

Business Audits & Operational Improvement

I have conducted in-depth operational and managerial audits covering sales effectiveness, financial controls, procurement cycles, inventory management, and overall organizational performance. I have identified structural bottlenecks and redesigned core processes to strengthen operational control, productivity, and profitability.

I have also aligned organizational structures, HR systems, and talent management practices with strategic objectives, creating stronger foundations for sustainable growth in owner-managed and family-owned businesses.

Leadership & Talent Development

I have designed and implemented integrated leadership development frameworks, succession planning models, and performance management systems aligned with organizational requirements, strengthening managerial capability and building robust internal pipelines for senior roles.

Surveys, Insights & Analytics

I have designed, fielded, and analyzed comprehensive surveys covering employee and customer satisfaction, stress, and well-being. I translate the resulting data into actionable insights on employee engagement and well-being, customer segmentation, and executive priorities, informing people practices, workforce improvement, service strategy, and quality standards.

Professional Experience

Behavioral Strategist

2000 – Present

Independent Practice · Available in Kuwait, the GCC & internationally

Run outside working hours alongside my employed roles (2000–2014 and 2020–2024); full-time 2015–2020 and since 2024.

- **138+** repeat clients across **16+** industries, with delivery in Kuwait, Riyadh, Jeddah, Doha, and Abu Dhabi
- **Consulting: 7** organizations across **5** industries
- **Training:** programs in leadership, management, human resources, learning and development, self-development, communication, and change
- **Coaching: 30** individual clients across **16+** industries, from leaders and professionals to business owners
- **Speaking:** keynote speaker at GUST and Kuwait Oil Company (2026); invited speaker at the Kuwait HR Conference four years running (2023–2026)
- **Behavioral Assessment: 30** people assessed for promotion readiness, job fit, and alignment
- **Questionnaire Design & Data Analysis:** customer satisfaction study for a bank, designed and analyzed end to end

Head of Professional Development

2020 – 2024 · 4 years

Dar Al Shifa Hospital · Kuwait

Rebuilding the function · Diagnosis · Measurable impact

- Rated **"Outstanding"** after the first year in the role
- **First** dedicated Head of Professional Development, building the function's diagnostics, training structure, assessment tools, and governance from the ground up
- **145** courses delivered · **152** training days · **1,228** training, coaching, and assessment hours · **2,289** staff developed across all clinical and operational departments
- Designed, ran, and analyzed **staff satisfaction** and **stress** surveys covering **2,200+** employees, informing the hospital's people and well-being practices
- Introduced a **multi-level Training Needs Analysis** (organization, department, individual), so every program targeted a **diagnosed need**, not a generic course
- Member of the **Institutional Board Review Committee**

Training Manager

2004 – 2014 · 10 years

Commercial Bank of Kuwait · Kuwait

Capability building · Advising leaders · Sustained excellence

- Rated **"Outstanding" 8 years in a row**; **2** senior promotions
- **Formal recognition** from the Board Audit Committee
- Built the bank's **first** in-house Training Center and expanded training to **7** categories, replacing reliance on a single external provider
- Created the bank's **first** role advising department heads on using development to improve performance
- **Highest participation rate in the sector** in Institute of Banking Studies (IBS) programs
- Designed, ran, and analyzed a **staff satisfaction** survey of **1,100+** employees that informed the bank's culture strategy

Commercial Manager

1997 – 2004 · 7 years

Maitham & Ali Trading Co. · Kuwait

- End-to-end procurement, international suppliers, and import operations for a wholesale distributor supplying most of Kuwait's **55** cooperative societies

Selected Testimonials & Evidence of Impact

The strongest voice for each of the 10 recurring themes across **44+** LinkedIn recommendations from clients, colleagues, and program participants.

01 **LONG-TERM LOYALTY & REPEAT TRUST**	*"I first met Dr. Nizar back in 2011 … Even then, I was inspired by his strong work ethic, discipline, and professionalism. Today, 15 years later, I feel fortunate to have had the opportunity to attend his program."*
02 **MEASURABLE REVENUE & PERFORMANCE IMPACT**	*"He has successfully developed several technical training courses that have resulted in increased revenue and performance."*
03 **BEHAVIORAL & IDENTITY TRANSFORMATION**	*"He changed how I see myself now, how I communicate, make decisions, and how I show up as a leader."*
04 **LEARNING EFFECTIVENESS**	*"In a matter of 14 hours, he was able to transform complex leadership concepts into practical, actionable insights that immediately resonated with every participant."*
05 **RECOGNIZED EXPERTISE**	*"Mr. Baidoun is one of the most qualified professionals in the training industry in the ME region, and he is considered one of my idols."*
06 **CHARACTER & CANDOR**	*"Nizar does not beat around any bush … his raised points are always valid and an honest invitation for growth."*
07 **WARMTH & APPROACHABILITY**	*"Nizar has a unique training style, which makes all participants happy and involved. He has a nice sense of humor, and a high professional standard when dealing with others."*
08 **ORGANIZATIONAL & BUSINESS-LEVEL IMPACT**	*"He brings team spirit and a positive attitude to diversified and multicultural departments, which leads to increased and sustained productivity gains."*
09 **MULTI-HAT VERSATILITY**	*"He is a skilled coach and a trusted advisor. He also is a talented instructor; he has a variety of creative teaching methods to ensure delivering the best programs."*
10 **REGIONAL & INTERNATIONAL FLUENCY**	*"One who's equipped with MENA region experience, international exposure, and the ability to activate a learning experience."*