

# An Introduction to Q5

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Middle East  
2022

Q5



A background image showing three men in a modern office setting. One man on the left is seen in profile, wearing a striped shirt. A second man in the center wears a checkered shirt. A third man on the right, wearing glasses and a purple t-shirt, is smiling and looking towards the other two. They appear to be in a collaborative meeting. Large windows in the background let in natural light.

# Q5

## **Q5. An innovative and award-winning, global consulting firm**

**We have a track-record of success in the GCC region - we take a unique partnership approach with local delivery teams to take your strategy off the page and deliver at pace.**



# An **award-winning**, global consulting firm focused on organisational health.

Over the last ten years, we've partnered closely with business leaders from over

# 324

of the most **prestigious** brands and companies globally to support them to deliver at pace



# Who are we?

Q5 is an award winning, global consulting firm that specialise in enabling organisational health for the business world, across all sectors. We have a **track-record of success in the GCC region** where we take a **partnership approach with local delivery teams** to take your strategy off the page and **deliver at pace**. We believe building a 'fit' and connected organisation is vital for the long-term health of the business.

**This allows it to thrive today and deliver on its strategic objectives for the future.**

**Our focus is on connecting four key areas...**



**STRATEGY:** Helping your organization decide what you want to achieve, & how to make it happen



**DESIGN:** Delivering your purpose and ambition by designing a healthy organization



**CHANGE:** The support your organization needs to help you make change happen



**DEVELOPMENT & CULTURE:** Building leadership behaviours & a healthy working culture

**Our differentiator is in the 'how'**

## How we partner in a unique, collaborative way

We roll our sleeves up and work pragmatically alongside you with clear outcomes and shared success.

## How we ensure it's you in the driver's seat

We believe in enabling client ownership at every step of the transformation journey; we're here to help you navigate

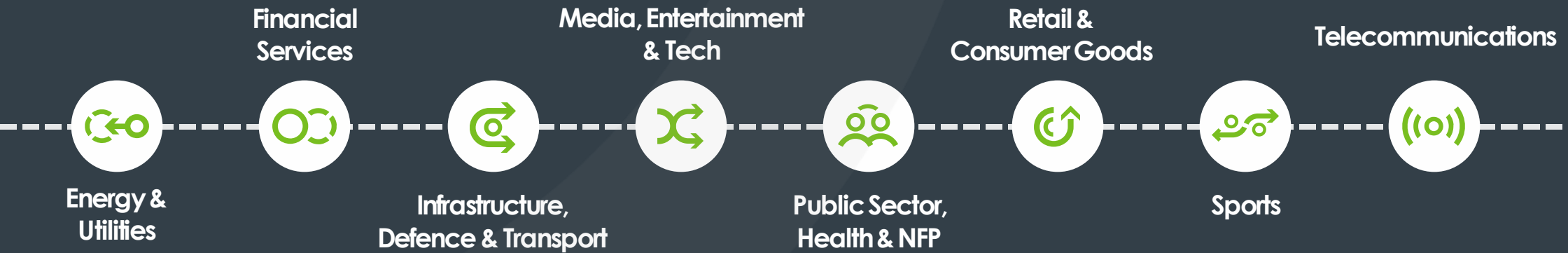
## How we connect strategy through to execution

We bring the right combination of strategic, design and execution capability to enable transformation linked to your strategy.

## How we tailor our approach to you

We provide world class experience and capability whilst delivering a bespoke partnership relevant to your context.

# We work with clients across **every** sector



Click here  
to access  
our case  
studies

And we've been  
**recognised** for  
the great work we  
deliver



# What do our clients use us for?

When they want to achieve **high levels of effectiveness during periods of change**, whether that's triggered by a change in strategy, a new system implementation, a merger, an acquisition or downsizing.

How can we successfully navigate the **conflicting challenges of meeting more BAU and regulatory requirements** whilst simultaneously cutting costs?

We need to **shift the culture** to become focused on customers.

How can we make our governance processes consistent and **cohesive globally**?

What are the **key drivers of our resources** from an activity perspective? Are they spending their time in the most effective manner?

How can we develop and retain our **key talent**?

Are teams within our organisation working together to ensure the **correct controls** are in place?

How can we better **delineate the boundary line** between what our function does and what other functions should or shouldn't do?

How do we turn a fragmented, complex set of businesses into a focused and **unified team** that has **clarity of purpose** and operations?

How can we **embed our core values** and ways of working to drive real business benefits?

How do we align our **people and organisation** to successfully deliver our **strategy**?

How can we improve communication with and **engagement of our people**?

# What does an effective organisation look like?

- 1 Meeting **targets**
- 2 Being **capable**
- 3 Having **resilience**
- 4 Maintaining **trust & reputation**
- 5 **Delivering** for customers

## How we help clients improve their organisational health



# What we offer



Clear & coherent **strategy** tied to a common **purpose**

Focus on **Strategy Implementation** - Subject Matter Expertise to take strategy off the page, make change happen and build capability



Effective and efficient **operating model & organisation design**

**Eco-system-level design** within and beyond public sector – **robust, right-sized blueprints** that align to strategy, minimise duplication, facilitate collaboration and aid decision making



A proven ability to implement **change** and **transformation**

Planning, communicating and **executing change that sticks** - Catalysing and facilitating cross-department public/private sector **partnership** to deliver large scale transformation at pace



Talented **people** motivated by the right **culture** and empowered by their **leaders**

**Capability and employability building** – at scale, developing leadership talent within **cultural context** especially **agile, young leaders, female leaders**



All underpinned by **technology, data & insights** that align to strategic objectives

**Tech & digital maturity** and **cyber security** - the right tech **strategy and operating models** to enable constant adaption to new ways of working and changes in the market,



# What we bring

We work with Executive teams in the Middle East and globally to work on the business problems that matter and to get from strategy to implementation



## Local Knowledge

We have deep experience of working in across the GCC region. We are focused on delivering sustainable solutions in service to National Transformation agendas



## Partnership

We partner with our clients because no one knows the company better than them. We are a catalyst for critical thinking, problem solving and making change stick.



## Sustainable

Tools and models that you can re-use in years to come as you continue to grow and evolve your organisation's future.



## Bespoke

As a small firm our success is tied to our clients' success. We tailor our approach to deliver tangible results that stick.



## Value

We offer value for money because we operate with lean, agile teams. We never have too many cooks in the kitchen.



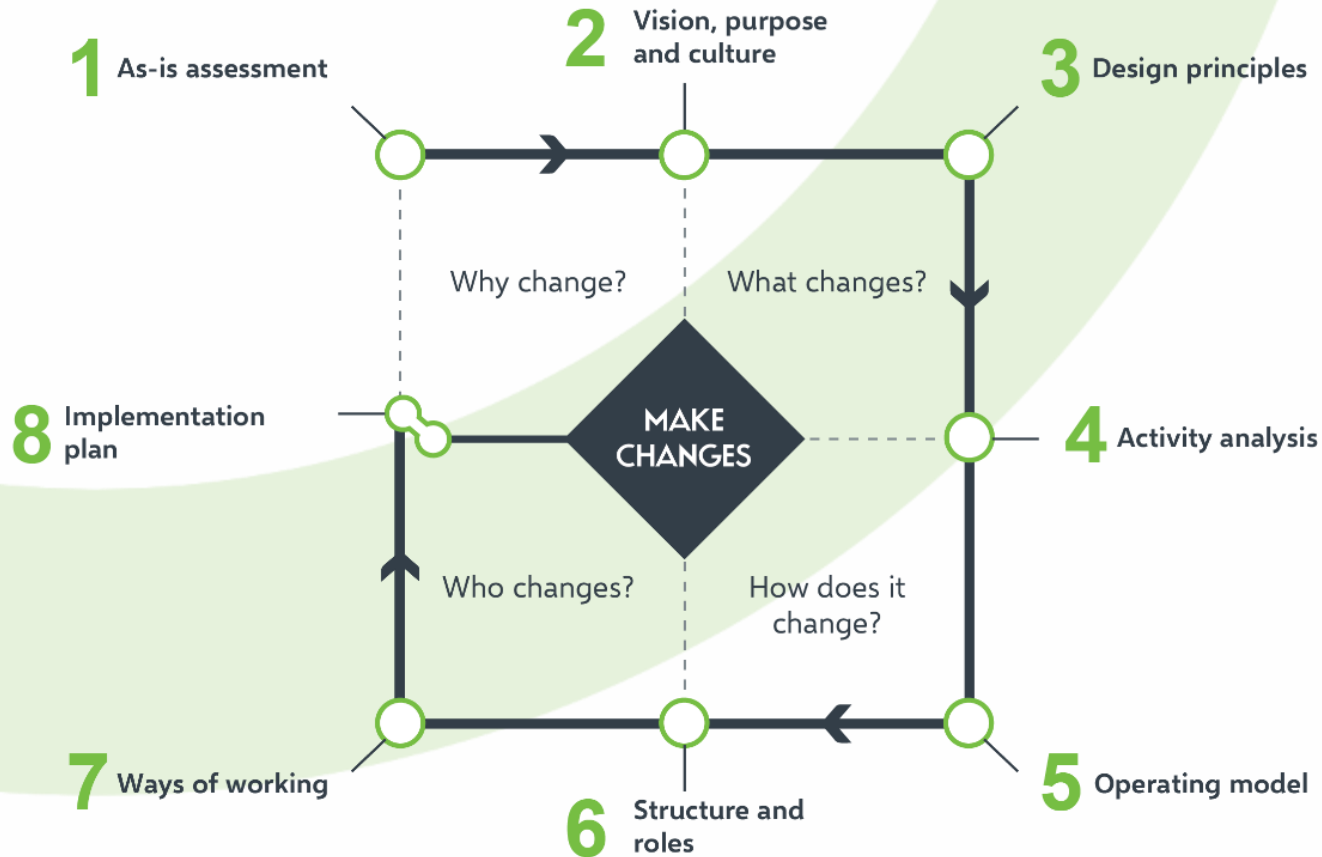
## Pace

We know that time is precious and getting results quickly matters. Our working style enables this with clear approaches and defined return on investment objectives.

# Our Approach To Organisation Design

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# How we design organisations



Developed and refined over the past 10 years the **Q5 Metro Map** ensures that each team using it understands the individual component parts as well as the interrelationships and dependencies of high performing organisations.

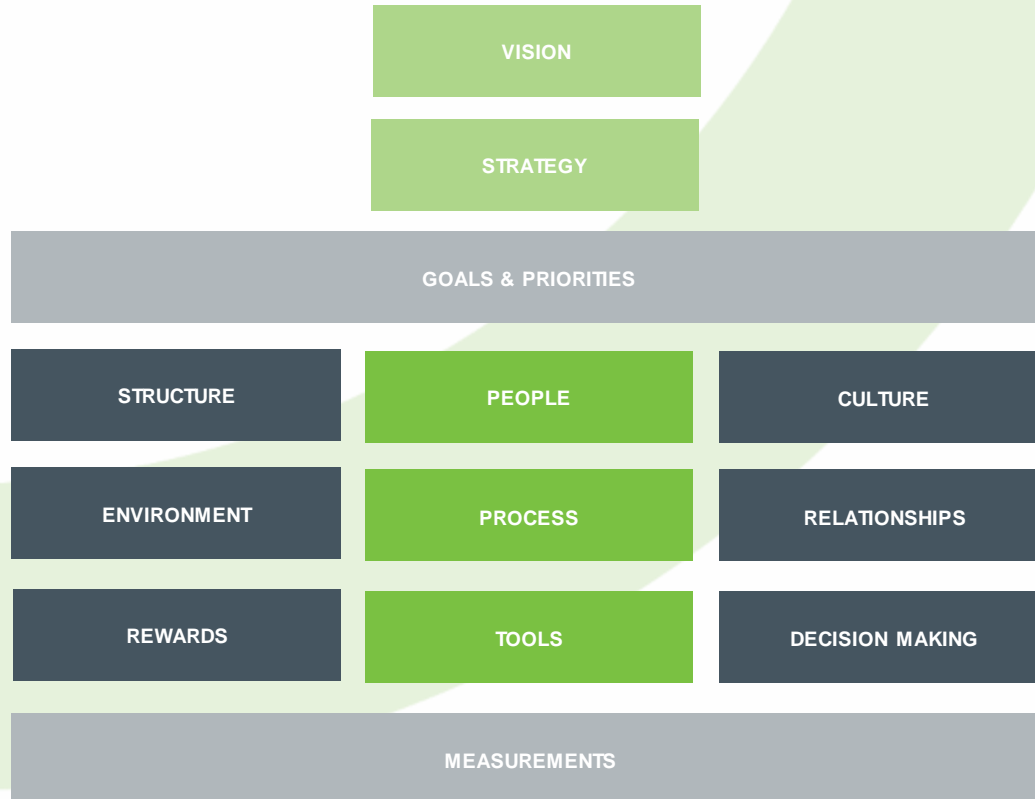
By going through these steps, it equips leaders to be able to **'tell the story'** around the change and begin to engage other stakeholders in its value.

The Metro Map approach also allows us to consider the key enablers of effective organisations including:

- Alignment to broader business strategy
- Workforce capabilities
- Culture and behaviours
- Cost efficiencies
- Leveraging key assets (e.g. IT)

The Q5 Metro Map provides a simple, robust and logical structure to **collaboratively** take any strategy 'off the page' **and create a plan to actually implement it.**

# How we assess an organisation



We believe in focusing on both the what and the how of organisational design to create transformative, lasting change that doesn't impede the delivery of business as usual.

Great organisational design isn't just about structures and reporting lines but should fundamentally **align the way the business delivers against its given strategy**. It allows businesses to define the processes and priorities in support of commercial objectives. It is not about forcing through out-of-the-box solutions but identifying and responding to the **actual needs** of the organisation.

We use a simple, flexible tool we call our organisational effectiveness model (OEM) to structure a quick scan of the business and **prioritise** what the business believes are the **opportunities** for **improved delivery efficiency** and **effectiveness**.



## Some relevant case studies

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## THE CHALLENGE

Renewables & Energy Solutions (R&ES) was a new part of the Shell organisation, having been established in 2016. Up until that date it has been rapidly scaling through significant acquisition and investment in order to 'plant seeds' across the Energy Transition value chain. After a period of rapid growth, the organisation recognised that it was time to consolidate, review how they should best move forward and become more operationally focused. As it moved from a group of acquired "start-ups" to a more maturing business, the group needed to start focusing on organic rather than inorganic growth. Accordingly, Q5 were tasked with the following:

- Conduct an as-is 'temperature check' to gauge where the organisation is today, and a path to moving it forwards
- Define the required governance, process, and resourcing to drive change in such a fast paced, growing and diverse environment
- Define a suite of KPIs for the R&ES Leadership Team to measure and track the performance of the whole group
- As-is activity analysis and operating model, with identified hotspots to address going forward
- Overall, set the team on a clearer, more consistent and more developed path based on the ever growing focus and requirements on the team

## OUR APPROACH

- Conducted 40 interviews with senior individuals, as well as a survey across the whole New Energies business (with 410 responses)
- Worked with senior stakeholders to define key programmes of work to take the organisation forward based on recommendations from the as-is 'temperature check'
- In light of Covid-19, conducted a series of virtual activity analysis workshops and coordinated virtual working groups across various workstreams
- Worked closely with Business Excellence team to support and set up the team to take programmes forward on a Continuous Improvement basis



## THE RESULTS

- A full as-is report on the progress that had been made since inception, and the areas of potential opportunity to develop the group further
- A set of recommendations, prioritised based on the as-is findings – and a senior leadership team fully bought into the recommendations
- Agreed and established 6 major transformation programmes, including assigned sponsors and terms of reference for each
- Clear 30-90 day plans to take each programme forward
- An embedded new KPI dashboard for the senior leadership team to use on a weekly, monthly and annual basis
- Business Excellence team set up with required resource to support organisation-wide transformation



Shell Trading & Supply operates in a strongly regulated environment. A major portfolio of programmes was set up in 2019 to develop and reassess controls to mitigate risk across the business and improve ways of working with counterparties.



In 2020, the portfolio required a reset. Q5 were engaged to support the refresh of the risk portfolio to set it up for future success, ensuring programmes within the portfolio had the right governance, capabilities and focus.

“**Competent, hardworking, credible people**”  
Senior leader in the Risk Task Force

“**Each Q5er that has worked with our teams has been able to add a strong lens of leadership and are open, creative and jump right in!**”

“**Creative, Fun, Effective**”  
Senior business leader in Shell



## Q5



- Developed a portfolio view of project resource demand on the Business



- Developed, implemented and embedded a change portfolio risk approach that allowed both thematic and compound risk to be identified across the 12 RTF workstreams, as part of delivering the RTF Project Management Office (PMO)



- Refreshed processes, governance, tools and controls for change

## VALUE FOR SHELL



- Improved prioritisation of **c.1400** projects delivering change with an estimated risk mitigation **value of \$800m**



- Implementation of **25 controls mitigating 50** identified **risks** in 18 months
- Key forums and conversations are now driven by risks, issues, decisions and escalations to allow for more **effective and efficient problem solving**



- Increased **discipline**, common ways of working and **transparency** across the Portfolio

\*Net Promoter Score (NPS) survey was sent to 17 senior leaders across Shell, with a response rate of 47%. This score is an average of those responses.

## THE CHALLENGE

Q5 were tasked to help the CIO of Endeavour Energy to a two-fold organisation design – immediate and phased future state – to support the design, delivery, implementation of a \$100m technology transformation program over 2 years, and the ongoing operation of the Technology function post-implementation.

The design needed to support the business by reducing direct costs, increasing efficiency, and ensuring the existing IT team were structured to support the ongoing operation of existing systems, while simultaneously leading the technology transformation program.

## OUR APPROACH

- Working with the CIO, Q5 developed a two-phased organisation design for the future Technology team - both an immediate operating model to support Endeavour Energy through the IT transformation and a future operating model, to take them into 2020 and beyond.
- We interviewed 40+ stakeholders to capture both current pain points and a vision for 2020, and drew on our experience with other clients and current thinking in the Technology field, both within and outside of the Energy sector.
- Following a six-week design process, we developed two robust operating models – one to implement immediately to support the transformation program and day-to-day operations, and a future model recommending the integration of the currently separate IT and OT functions, to enable the business to reduce direct costs and increase efficiency.



## THE RESULTS

- High Level immediate IT Operating Model & Structure for IT, denoting both the Transformation team and the Operations team.
- High Level IT Operating Model & Organisation Structure for 2020, recommending the convergence of IT/OT, in line with leading practice.
- Roadmap articulating with phased implementation next steps to get from new immediate Operating Model to the recommended future state Technology organisation.



## THE CHALLENGE

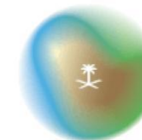
The Kingdom of Saudi Arabia (KSA) is the second largest producer of oil in the world. The oil price crash of 2015 brought forth the reality of a global energy transition & prompted KSA to launch the Vision 2030 program. Vision 2030 aims to transform the country's government, economy & society. Economic transformation focuses on diversification in order to mitigate risks of hydrocarbon dependence. Balancing increasing economic diversification, maximizing the economic value of hydrocarbons & preparing for the global energy transition requires a high degree of coordination & capability development within a complex energy system. The complexity of the KSA energy sector transformation poses three main challenges:

- Policy objectives: Direction setting is determined by different leadership stakeholders across the KSA energy ecosystem & are broad in scope (examples):
  - Maximize the value captured from the energy sector
  - Circular carbon economy
  - Global renewable energy leadership
- Strategies: The KSA energy ecosystem consists of Vision 2030 energy strategic objectives, entities & programs that each set their own strategies in a highly interconnected energy system (examples):
  - Vision 2030: Energy sector competitiveness
  - Entities: Ministry of Energy, Energy Transition
  - Programs: Power Sector Integration Program
- Capabilities: Energy ecosystem & shifting human capability requirements prevent effective implementation

## OUR APPROACH

- Utilize the Ministry of Energy's Vision Realization Office to initiate cross-ecosystem leadership alignment to establish the sector's long-term policy objectives
- Drill down Vision 2030 objectives into sector specific opportunities & issues as a basis for strategy formulation
- Develop leading key performance indicators (KPIs) that target opportunities & issues directly, which in turn satisfy energy sector policy objectives
- Optimize the initiative portfolio of the entire KSA energy ecosystem by shortlisting initiatives that directly & positively influence leading KPIs
- Utilize initiative portfolio optimization to integrate KSA energy ecosystem strategies to maximize impact of spending
- Develop an organization structure for the Ministry of Energy, equipped with the right human capital, to implement energy sector transformation

وزارة الطاقة  
MINISTRY OF ENERGY



## THE RESULTS

- Established KSA energy sector policy objectives as a result of cross-ecosystem leadership coordination & alignment
- Maximized efficiency of initiative spending across the KSA energy ecosystem (by optimizing the KSA energy ecosystem initiative portfolio)
- An organizational design roadmap for the Ministry of Energy that is equipped with the right structure & capabilities to deliver policy objectives

# Case Studies – Infrastructure



## The Challenge

The energy industry is facing enormous change: increased customer and cost focus, an evolving regulatory landscape and demands from government stakeholders, striving to achieve net zero, and the proliferation of new digital tools across Electricity and Gas Transmission. To operate effectively, it was imperative that National Grid had an efficient, lean and adaptable operating model, underpinned by customer-centric, flexible processes, and a streamlined organizational design.

## What We Did

We worked across National Grid’s core UK business units (Electricity, Gas and Capital Delivery), and employed our Air Traffic Control team to maintain consistency and communications across the workstreams. As a result we redefined National Grid’s Operating Model, integrating multiple business units into one coherent structure. A high profile and complex integration of the Electricity Transmission Business with the former Capital Delivery organization.



## The Challenge

IAG Cargo had implemented a new system to track the cargo being processed through the warehouse in real-time. They had experienced a downturn in production and so they asked Q5 to come in and review the situation to see what we could do to help. After an initial evaluation of the situation Q5 took-over monitoring the data temporarily to improve production in the short-term and look for long-term solutions.

## What We Did

Q5 created an operational management dashboard which gave an overview of the previous day’s performance, with the aim of increasing ownership and process compliance. Alongside that, Q5 created a Flight Progress Screen which operation managers could use to track potentially problematic flights, encouraging proactivity over reactivity. Q5 produced training materials both for current employees and in preparation for the new starters.



## The Challenge

BP wanted to cultivate an inclusive work environment and a diverse workforce. To achieve this, their intent was two-fold: First they wanted to facilitate BP’s access to their share of the global talent pool. Second, they wanted to help BP create a catalyst for D&I in the top 10 countries by equipping line managers, change & transformation agents, D&I champions, etc. with a wider pool of information on the countries in which they operate.

## What We Did

Q5 highlighted a number of focus areas. For example, self-awareness; to be aware of how your values, beliefs and preferences shape your views of others, recognise and seek feedback on your impact on others, use your personal and positional power to support diversity and inclusion and be authentic. This work included a greater awareness across all line managers of the value and importance of diversity to BP’s business.



## The Challenge

Shell New Energies is a new part of the Shell organization, having been established in 2016. As it moved from “start-up” to a more maturing business, the New Energies group needed to start focusing on organic rather than inorganic growth. For example, Shell needed assistance in Conduct an as-is ‘temperature check’ to gauge where the organization is today, and a path to moving the organization

## What We Did

Q5 worked with senior stakeholders to define key programmes of work to take the organization forward based on recommendations from the as-is ‘temperature check’. We assisted in setting up 6 key programmes of work, all sponsored by members of the leadership team, to drive real change across the organization – and got them moving forward at pace

# Case Studies – Middle East



## The Challenge

Ikea had invested in their omni-channel offering but further effort was required to refine the offering and have an organisation set up to deliver it.

## What We Did

Q5 employed its Omni-channel maturity assessment methodology and toolset to provide IKEA KSA with an accurate and benchmarked appraisal of their maturity. We designed a collaborative approach to combine improving their organisational efficiency with meeting their strategic aims.



## The Challenge

Malaffi sensed a lack of proactivity and accountability, which is held them back from being the agile organization they aspired to be. Needed to pay attention to their culture – to tackle the problems that leaders across the organization can feel.

## What We Did

Q5 supported Malaffi with an integrated set of virtual and face to face interventions to diagnose and address the critical cultural shifts required to drive higher performance across the organisation. These included Action Learning Sets, team coaching and Leadership skills development.



## The Challenge

Following the announcement of the merger between Mubadala and the International Petroleum Investment Company in June 2016, Mubadala recognised that a focus on authentic Leadership skills is vital to successfully operate as one new company operation. Q5 engaged to help Mubadala build Leadership capability across the group of companies, specifically, for the Senior Leaders community.

## What We Did

Q5 worked collaboratively with Mubadala to design, develop, and deliver a Leadership Programme that aimed to; emphasise Mubadala's organisational values and beliefs, enable a shift from working as two separate companies to one, build a community of Leaders that drives a culture of trust and competence and encourages a Leader to be a Partner as well as a Challenger to the business in pursuit of excellence.



## The Challenge

The objective of the project is to develop as soon as possible the risk and emergency management policies, processes and programmes on which the Unit leads in collaboration with entities throughout the country, in order to achieve an urgent and important strengthening of the Kingdom's resilience to identified risks.

## What We Did

Q5 continue to build capability and transition operational delivery to the local team. This is critical to ensure that you build a sustainable unit for the future of the country and respond to your team's appetite for development. Our approach to capability building is simple. To be effective it has to be about 'experiencing'. We aim to equip your team with the tools that they need to drive the risk unit's agenda.



## The Challenge

A National Risk Unit's CEO asked Q5 to help set up the organisation from the ground up by building capability and expertise, as well as leading the IT transformation of the whole organisation. With little local expertise in IT Transformation programmes, Q5 were responsible from start-to-finish across the whole suite of technological requirements.

## What We Did

Q5 managed the design and delivery of entire highly-secure end-to-end technology solution, from requirements design to procurement and delivery management. We also launched and implemented the onboarding of all National Risk Unit employees onto corporate application suite.

# Case Studies – Technology



## The Challenge

After 4 years of cost cutting and a strategy that left new acquisitions siloed, ITE Group was left fragmented and disconnected. New management had little visibility of data across the 31 global offices. The new CEO's strategy is to transform the business into 'one ITE' and align people, processes and systems to enable visibility across the group, better strategic decisions and increased revenues.

## What We Did

Q5 supported ITE to assess the current IT landscape, document the future ideal IT processes, design a new IT operating model that could meet the goals of the future, and build a business case complete with costings and savings.



## The Challenge

GoCompare is a technology company who had recently gone public. In order to achieve sustainable growth, the Executive Leadership wanted to increase the pace and quality of delivery. We were asked to provide organization design and change expertise to set out new structures and working practices for all core functions.

## What We Did

We worked with the team to deliver a new operating model and defined purposes for all functions, supporting a more strategic approach to delivering results. This was underpinned with revised structures, accountabilities and ways of working that aligned with the new op model.



## The Challenge

Since the company's birth, it has grown dramatically: now listed on the NYSE. However, with such an exponential growth and a desire to make King the biggest gaming company in the world, certain cracks developed and inevitable growing pains of recruiting and taking on so many people appeared.

## What We Did

We worked with the HR Director and leadership team to design a set of 60 processes and an HR operating model which have positioned King for future growth at improved operating margins.



## The Challenge

The client was a global B2B and B2C car rental commerce platform that services the travel industry with technology and supply solutions. Its rapid growth caused considerable levels of disruption to the senior team. The announcement of a new strategy, meant there was a pressing desire to deliver changes and address the structural needs for the organization to operate in a more optimised and efficient manner.

## What We Did

Q5 were brought in to align the structure, processes and talents of the organization to the new strategy, shaping and forming what the organization will look like in the future.



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### Middle East

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# Where to find us

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# Interested in working with us?

We would be delighted to discuss the opportunity further.



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