



TECHNICAL PROPOSAL

for

Conducting Comprehensive Assessment of the Existing Organizational Culture

RFQ No. OIA/5130/2026

Submitted to:

Oman Investment Authority

Submitted by:

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CLASSIFICATION: CONFIDENTIAL

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1. COVER LETTER

Date: February 04th 2026

To:

Oman Investment Authority
Al Khuwair, Jamiat Al Duwal Al Arabiah Street
Building No. 70, Way No. 3430
Muscat, Sultanate of Oman

Attention: Mr. Yarab Al Mamari

Subject: Technical Proposal for Conducting Comprehensive Assessment of the Existing Organizational Culture (RFQ No. OIA/5130/2026)

Dear Sir,

On behalf of Talent Arabia Business LLC, I am pleased to submit our Technical Proposal in response to the Request for Quotation (RFQ No. OIA/5130/2026) for conducting a comprehensive assessment of the existing organizational culture at Oman Investment Authority.

We understand that OIA is at a pivotal moment in its organizational journey, seeking to align its culture with strategic objectives, enhance employee engagement, strengthen leadership effectiveness, and build a sustainable foundation for organizational excellence. This initiative represents a strategic investment in OIA's most valuable asset: its people.

Talent Arabia brings deep expertise in organizational culture transformation, change management, and leadership development across the GCC region. Our proposed methodology combines globally recognized frameworks (Denison Organizational Culture Model, Competing Values Framework, and Barrett Values Centre) with practical, implementation-focused approaches tailored to the unique context of Omani organizations.

Our project team combines over 35 years of collective experience in HR consulting, organizational development, and culture transformation. We have successfully delivered similar engagements for government entities, sovereign wealth entities, and leading private sector organizations in Oman and the wider GCC region.

We look forward to the opportunity to partner with you on this transformative journey.

Yours faithfully,

Signature:

Date: Jan 27th 2026

Name: MOHAMMED KHAMIS SALIM AL ISMA'ILI

Position: CEO

For and on behalf of: Talent Arabia Business LLC



2. EXECUTIVE SUMMARY

Oman Investment Authority (OIA) stands as one of the most significant sovereign wealth entities in the Sultanate, playing a crucial role in managing and growing Oman's investment portfolio. As OIA continues to evolve and expand its strategic mandate, the organization recognizes that sustainable success depends not only on investment acumen but also on building an organizational culture that drives performance, innovation, and engagement.

Talent Arabia proposes a comprehensive, evidence-based organizational culture assessment and transformation initiative designed to:

- Conduct an in-depth diagnostic of OIA's current organizational culture using internationally validated assessment frameworks
- Identify cultural strengths, gaps, risks, and behaviors impacting performance and engagement
- Evaluate alignment between stated values, leadership behaviors, and actual organizational practices
- Develop a practical, phased Culture Transformation Action Plan with clear KPIs and success metrics
- Provide sustainable tools and recommendations for ongoing culture measurement and enhancement

OUR COMMITMENT TO OIA

We approach this engagement as a strategic partnership, not a transactional consultancy. Our goal is to transfer knowledge, build internal capability, and ensure OIA has sustainable tools and frameworks that continue to drive cultural excellence long after our engagement concludes.

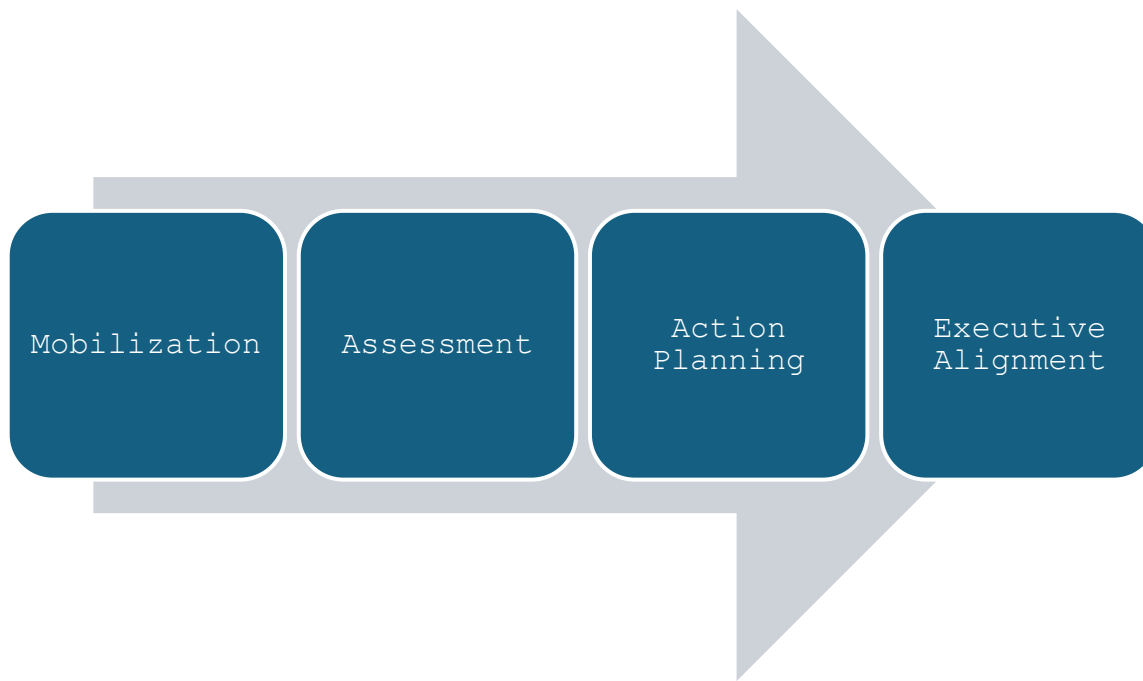
2.1 VALUE PROPOSITION

Talent Arabia offers OIA a unique combination of capabilities:

Differentiator	Value to OIA
Proven Methodology	Globally validated frameworks (Denison, CVF, Barrett) customized for Omani context
Regional Expertise	Deep understanding of GCC organizational dynamics and Oman Labour Law
Senior Team	27+ years of HR consulting experience; direct government sector exposure

Differentiator	Value to OIA
Implementation Focus	Practical, actionable deliverables with clear implementation roadmaps
Knowledge Transfer	Build OIA's internal capability for sustainable culture management

2.2 PROJECT APPROACH SUMMARY



Our 6-month engagement follows OIA's prescribed milestone structure, ensuring alignment with payment terms and clear accountability at each stage:

Phase	Focus Area	Duration	Milestone
Phase 1	Project Mobilization & Communication Plan	Weeks 1-3	MS-1 (10%)
Phase 2	Data Collection & Diagnostic Assessment	Weeks 4-12	MS-2 (20%)
Phase 3	Corrective Action Plans & Roadmap	Weeks 13-18	MS-3 (30%)
Phase 4	Executive Alignment & Final Presentation	Weeks 19-24	MS-4 (40%)

3. ABOUT TALENT ARABIA

Talent Arabia is a leading human capital solutions provider headquartered in Muscat, Oman, with a regional footprint spanning the GCC, India, and Africa. For over a decade, we have been the trusted partner for organizations seeking to build high-performing, compliant, and future-ready workforces.

3.1 OUR CORE BUSINESS LINES

HR CONSULTING & ORGANIZATIONAL DEVELOPMENT

We design and implement strategic HR frameworks including organizational culture assessments, compensation structures, performance management systems, promotion policies, competency models, and organizational design solutions. Our consulting approach is evidence-based, implementation-focused, and tailored to the operational realities of each client.

TALENT ACQUISITION & RECRUITMENT

As one of Oman's most active recruitment providers, we place hundreds of professionals annually across industries including oil & gas, utilities, construction, logistics, banking, and technology. This daily market engagement gives us unparalleled insight into talent supply, compensation benchmarks, and career progression expectations.

LEARNING & DEVELOPMENT

We deliver customized training programs in leadership development, technical skills, digital transformation, compliance, and soft skills. Our training solutions are practical, tool-based, and designed to drive measurable capability improvement.

WORKFORCE OUTSOURCING & MANAGED SERVICES

We provide end-to-end workforce management solutions including payroll, HR administration, compliance management, and outsourced staffing services, enabling clients to focus on core business operations.

3.2 OUR CLIENTS

Talent Arabia is proud to serve some of the region's most respected organizations across multiple sectors:

Sector	Representative Clients
Industrial & Utilities	Duqm Quarries, Integrated Gas Company, Galfar, Al-Tasneem
Banking & Finance	Development Bank SAOC, Bank Muscat
Government & Public Sector	Ministry of Transport, Communications & IT; TDTA

Sector	Representative Clients
Corporate & Manufacturing	Eco Lab, SABCO, multiple holding groups



3.3 WHY OUR MULTI-SERVICE MODEL MATTERS FOR THIS ENGAGEMENT

Our integrated service model provides unique advantages when conducting culture assessments:

- **Real-Time Market Intelligence:** Our recruitment team interacts daily with candidates and employers, providing current data on organizational culture expectations and best practices across Oman's public and private sectors
- **Retention Insights:** Through exit interviews, candidate feedback, and placement data, we understand why talented professionals leave organizations—often citing cultural misalignment, leadership issues, and lack of engagement
- **Training Delivery Capability:** Beyond assessing culture, we can deliver leadership development and capability-building programs to support transformation

- **Compliance Expertise:** Our outsourcing division maintains deep knowledge of Oman Labour Law, ensuring recommendations are legally compliant and audit-ready

4. UNDERSTANDING OIA'S CHALLENGE

Before presenting our proposed solution, it is essential to demonstrate our understanding of the strategic context and organizational challenges that make this culture assessment initiative critical for OIA.

4.1 THE STRATEGIC CONTEXT

Oman Investment Authority operates in a complex, high-stakes environment where:

- Strategic decisions impact the nation's financial future and economic diversification goals
- Competition for top investment and finance talent intensifies as GCC economies evolve
- Stakeholder expectations for governance, transparency, and performance continue to rise
- The pace of change in global markets demands organizational agility and adaptability
- Employee engagement and retention directly impact institutional knowledge and performance

4.2 WHY ORGANIZATIONAL CULTURE MATTERS

Research consistently demonstrates that organizational culture is a primary driver of business performance. According to studies by Harvard Business Review and McKinsey:

KEY RESEARCH FINDINGS

Organizations with strong, aligned cultures experience 3x higher total returns to shareholders (HBR, 2018). Culture-driven organizations see 40% higher employee engagement and 30% lower turnover (McKinsey, 2020). 84% of executives believe culture is critical to business success, yet only 28% believe they understand their organization's culture (Deloitte, 2021).

4.3 CHALLENGES IN CULTURE ASSESSMENT

While the benefits of culture assessment are clear, the process is complex:

Challenge	Our Approach
Culture is intangible and difficult to measure	Use validated, quantitative frameworks (Denison Model) alongside qualitative methods
Employees may not provide honest feedback	Ensure anonymity, build trust through communication, use multiple data sources

Challenge	Our Approach
Leadership buy-in is critical for change	Engage leadership early through interviews and alignment workshops
Assessment without action creates cynicism	Deliver practical, phased action plans with clear accountabilities
Cultural context varies across organizations	Customize assessment tools and interpret findings through Omani cultural lens

4.4 ALIGNMENT WITH RFQ OBJECTIVES

Our proposed approach directly addresses each objective outlined in the RFQ:

RFQ Objective	Our Approach
Assess current organizational culture across all levels	Organization-wide survey + stratified focus groups + leadership interviews
Identify cultural enablers and barriers	Gap analysis using Denison benchmarks + root cause analysis
Evaluate alignment between values and practices	Values-Behavior alignment matrix + leadership 360° feedback
Provide actionable recommendations	Prioritized action plans with quick wins and long-term initiatives
Develop measurable transformation action plan	SMART KPIs + implementation roadmap + governance framework

5. OUR METHODOLOGY & ASSESSMENT FRAMEWORK

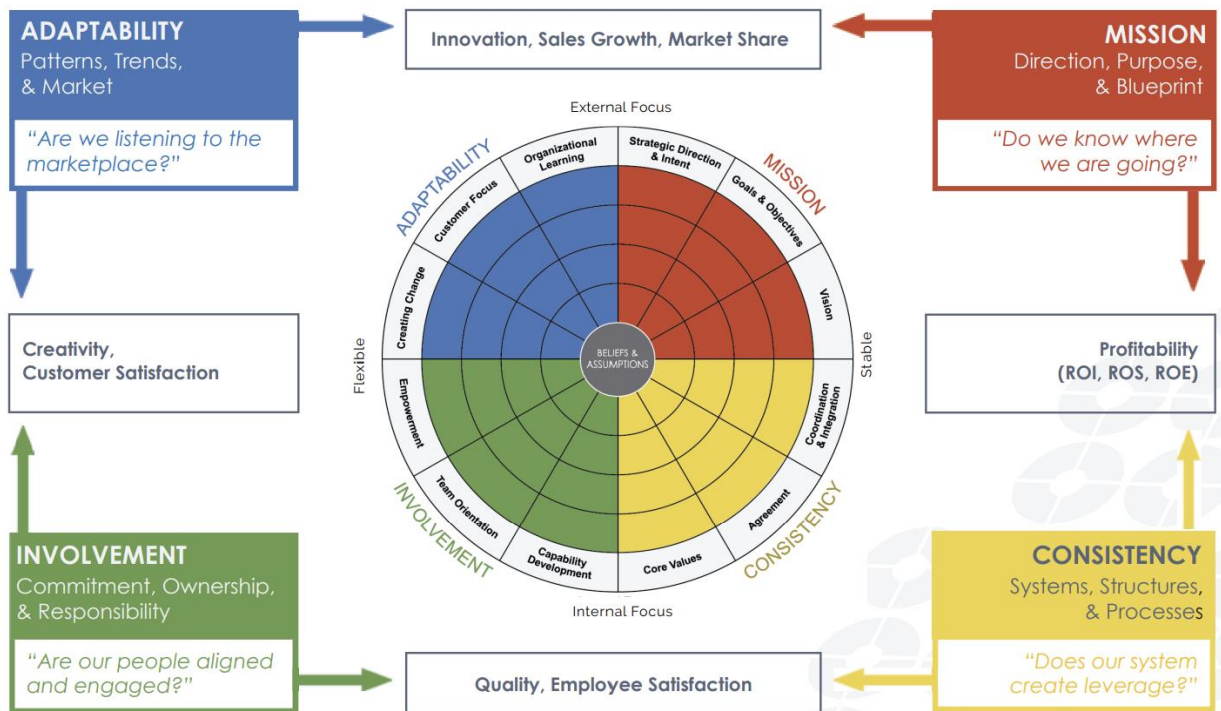
Talent Arabia proposes a comprehensive, multi-method assessment approach that combines globally validated frameworks with practical, implementation-focused methodologies tailored to OIA's context.

5.1 THEORETICAL FOUNDATION

Our methodology draws upon three internationally recognized organizational culture frameworks:

5.1.1 DENISON ORGANIZATIONAL CULTURE MODEL

The Denison Model is one of the most widely researched and validated culture assessment tools globally, with a database of over 8,000 organizations. It measures four critical cultural traits:



Trait	Description & Assessment Focus
Mission	Strategic direction, goals & objectives, vision. Does OIA have a clear sense of purpose that guides decisions?

Trait	Description & Assessment Focus
Adaptability	Creating change, customer focus, organizational learning. Can OIA respond effectively to market changes?
Involvement	Empowerment, team orientation, capability development. Are employees engaged and developed?
Consistency	Core values, agreement, coordination & integration. Are systems and processes aligned?

5.1.2 COMPETING VALUES FRAMEWORK (CVF)

The CVF identifies four culture types that exist in tension within organizations. Understanding OIA's dominant culture type and desired state will guide transformation priorities:

Culture Type	Characteristics	Focus
Clan (Collaborate)	Family-like, mentoring, teamwork	Internal, Flexibility
Adhocracy (Create)	Innovation, entrepreneurship, risk-taking	External, Flexibility
Market (Compete)	Results-oriented, competitive, goal-focused	External, Stability
Hierarchy (Control)	Structure, efficiency, formal procedures	Internal, Stability

5.1.3 BARRETT VALUES CENTRE MODEL

The Barrett Model maps organizational values across seven levels of consciousness, helping identify whether values are fear-based (limiting) or growth-based (enabling):

- Levels 1-3: Focus on basic needs (survival, relationships, self-esteem) - can become limiting if over-emphasized
- Level 4: Transformation - moving from fear-based to trust-based culture
- Levels 5-7: Focus on meaning, making a difference, service - sustainable high performance

5.2 ASSESSMENT DIMENSIONS

Our assessment will examine the following key cultural dimensions, as specified in the RFQ:

Dimension	Assessment Focus
Leadership & Decision-Making	Leadership styles, decision-making processes, empowerment levels, leadership visibility and accessibility
Communication & Collaboration	Information flow, cross-functional cooperation, meeting effectiveness, feedback mechanisms
Accountability & Performance	Goal clarity, performance expectations, consequences management, recognition practices
Employee Engagement & Trust	Commitment levels, psychological safety, work-life balance, career development support
Change Readiness & Adaptability	Innovation encouragement, risk tolerance, learning orientation, agility
Inclusion, Ethics & Psychological Safety	Diversity practices, ethical standards, speaking up culture, fairness perceptions

6. ASSESSMENT TOOLS & DIAGNOSTIC APPROACH

Our comprehensive assessment methodology employs a multi-method approach to ensure robust, triangulated findings that provide both quantitative metrics and qualitative insights.

6.1 QUANTITATIVE TOOLS

6.1.1 ORGANIZATION-WIDE CULTURE SURVEY

We will design and deploy a comprehensive culture survey to all OIA employees, ensuring broad participation and representative data:

Element	Specification
Survey Platform	Secure, anonymous online platform (e.g., SurveyMonkey Enterprise or Qualtrics)
Question Format	Likert scale questions (1-5), ranking questions, open-ended questions
Length	Approximately 60-70 questions, 15-20 minutes completion time
Languages	English and Arabic versions for maximum accessibility
Anonymity	Fully anonymous with no individual identification; aggregate reporting only
Response Target	Minimum 70% participation rate for statistical validity

6.1.2 LEADERSHIP 360° ASSESSMENT

Senior leaders will participate in a focused 360° feedback assessment to evaluate alignment between leadership behaviors and stated organizational values:

- Self-assessment by each leader
- Assessment by direct reports (anonymous)
- Assessment by peers (anonymous)
- Assessment by supervisor (where applicable)

6.2 QUALITATIVE TOOLS

6.2.1 EXECUTIVE INTERVIEWS

Structured one-on-one interviews with senior leadership to understand strategic context, leadership perspectives, and cultural aspirations:

Element	Specification
Participants	CEO, Deputy CEOs, Division Heads, HR Leadership
Duration	60-90 minutes per interview
Format	Semi-structured with standardized core questions plus exploratory discussion
Topics Covered	Strategic priorities, perceived culture, leadership challenges, change readiness
Documentation	Detailed notes with thematic coding; confidential individual findings

6.2.2 FOCUS GROUPS

Facilitated group discussions to explore cultural themes in depth and gather diverse employee perspectives:

Element	Specification
Number of Groups	6-8 focus groups to ensure representation across levels and functions
Group Size	8-12 participants per group
Duration	90-120 minutes per session
Segmentation	By level (senior, middle, staff) and function to enable open discussion
Facilitation	Professional facilitator using structured protocol; Arabic language support as needed
Documentation	Anonymous aggregated themes; no individual attribution

6.2.3 DOCUMENT REVIEW

Systematic review of existing organizational documentation to assess formal culture statements and practices:

- Strategic plans and vision/mission statements
- HR policies and procedures

- Previous engagement survey results (if available)
- Performance management frameworks
- Internal communication samples
- Organizational structure and reporting relationships

6.3 DATA TRIANGULATION APPROACH



Our triangulation methodology ensures findings are robust and defensible by cross-validating insights across multiple data sources. Where quantitative survey data aligns with qualitative interview and focus group themes, we can be confident in our conclusions. Where sources diverge, we investigate further to understand the nuance.

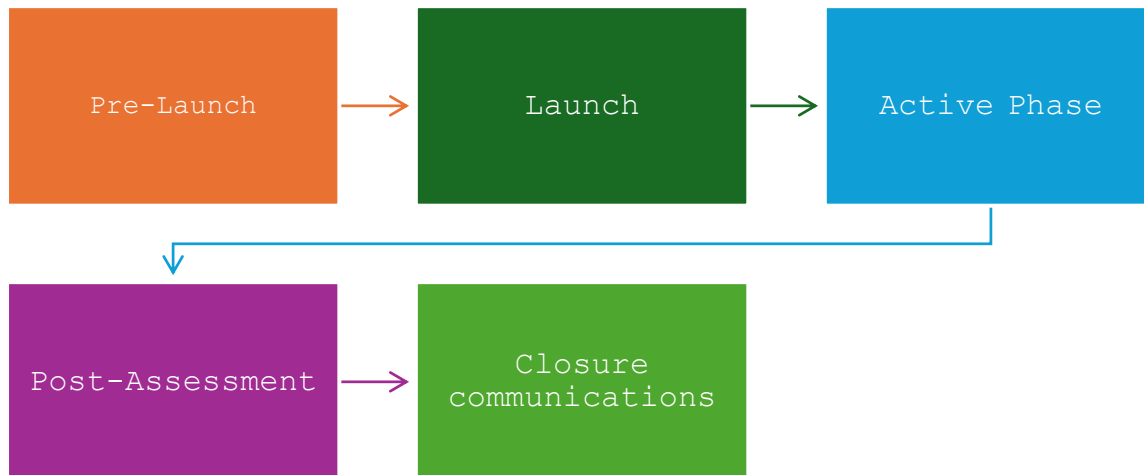
7. STAKEHOLDER COMMUNICATION PLAN

A comprehensive stakeholder communication plan is essential for project success. Our approach ensures transparency, builds trust, and maximizes employee participation throughout the assessment process.

7.1 COMMUNICATION OBJECTIVES

- Build awareness and understanding of the culture assessment initiative across all levels
- Generate trust and psychological safety to encourage honest participation
- Maintain engagement and momentum throughout the 6-month project
- Demonstrate leadership commitment to culture transformation
- Set realistic expectations for process and outcomes

7.2 COMMUNICATION PHASES



PHASE 1: PRE-LAUNCH TEASERS (WEEKS 1-2)

Build anticipation and awareness before formal launch:

Activity	Channel	Audience
Teaser announcement	Email from CEO	All employees
'Coming Soon' posters	Digital displays, notice boards	All employees

Activity	Channel	Audience
Leadership briefing	In-person meeting	Senior leaders
Manager toolkit distribution	Email + meeting	People managers
FAQ document preparation	Intranet	All employees

PHASE 2: ACTIVE LAUNCH (WEEK 3)

Formal project kick-off with visible leadership sponsorship:

Activity	Channel	Audience
Town Hall / All-Hands Meeting	In-person + virtual	All employees
CEO video message	Email + intranet	All employees
Project overview presentation	Department meetings	By department
Survey launch announcement	Email + SMS	All employees
Q&A sessions	Virtual drop-in sessions	Open to all

PHASE 3: DURING ASSESSMENT (WEEKS 4-12)

Maintain engagement and encourage participation:

Activity	Channel	Audience
Weekly participation updates	Email	All employees
Survey reminders	Email + manager cascade	Non-respondents
Focus group invitations	Personal email	Selected participants
Progress bulletins	Intranet	All employees

Activity	Channel	Audience
Manager check-in calls	Virtual meetings	People managers

PHASE 4: POST-ASSESSMENT (WEEKS 18-20)

Share findings and demonstrate commitment to action:

Activity	Channel	Audience
'Thank You' communication	CEO email	All employees
High-level findings summary	Town Hall	All employees
Department-specific insights	Department meetings	By department
Action plan preview	Email + intranet	All employees

PHASE 5: PROJECT CLOSURE (WEEKS 23-24)

Celebrate completion and set expectations for ongoing transformation:

Activity	Channel	Audience
Final report summary	Town Hall / Email	All employees
Action plan communication	CEO message	All employees
Quick wins announcement	Internal comms	All employees
Next steps and governance	Leadership cascade	Managers

7.3 KEY MESSAGES

Consistent messaging throughout the project will reinforce:

- This initiative demonstrates OIA's commitment to becoming an employer of choice
- Every voice matters - honest feedback is essential and will be treated confidentially

- Leadership is committed to acting on findings - this is not a 'tick-box' exercise
- Culture transformation is a journey - sustained effort and patience are needed
- We are building OIA's future together - everyone has a role to play

8. DETAILED SCOPE OF WORK & DELIVERABLES

This section details the specific activities and deliverables for each project phase, aligned with OIA's milestone structure.

8.1 MILESTONE 1: PROJECT MOBILIZATION & COMMUNICATION PLAN (WEEKS 1-3)

ACTIVITIES

1. **Project Kick-off Meeting:** Formal launch with OIA project sponsor and Employee Experience & Culture team
2. **Stakeholder Mapping:** Identify all key stakeholders and their communication needs
3. **Document Collection:** Gather existing organizational documents for review (strategy, policies, previous surveys)
4. **Methodology Finalization:** Confirm assessment tools, survey questions, and interview protocols
5. **Communication Plan Development:** Design comprehensive stakeholder communication strategy
6. **Timeline Confirmation:** Finalize detailed project schedule with OIA

DELIVERABLES

- Finalized Culture Assessment Framework and Methodology Document
- Comprehensive Stakeholder Communication Plan (pre-launch, launch, post-project)
- Survey Instrument (English and Arabic versions)
- Interview and Focus Group Protocols
- Detailed Project Plan and Timeline
- Initial Presentation to Employee Experience & Culture Team

8.2 MILESTONE 2: DATA COLLECTION & DIAGNOSTIC PHASE (WEEKS 4-12)

ACTIVITIES

7. **Survey Deployment:** Launch organization-wide culture survey with participation tracking
8. **Executive Interviews:** Conduct 1:1 interviews with senior leadership (8-12 interviews)
9. **Focus Groups:** Facilitate 6-8 focus group sessions across levels and functions
10. **Document Analysis:** Review and analyze organizational documents
11. **Data Analysis:** Quantitative analysis of survey data; qualitative coding of interview/focus group themes
12. **Benchmarking:** Compare findings against industry best practices and Denison norms

DELIVERABLES

- Culture Assessment Report (50-70 pages) including:
 - - Executive Summary of key findings
 - - Detailed analysis of each cultural dimension
 - - Quantitative survey results with benchmarks

- - Qualitative themes from interviews and focus groups
- - Cultural strengths and gaps analysis
- - Root cause analysis of identified issues
- - Risk assessment for cultural barriers

8.3 MILESTONE 3: CORRECTIVE ACTION PLANS & ROADMAP (WEEKS 13-18)

ACTIVITIES

13. **Future State Definition:** Workshop with leadership to define desired culture aligned with OIA strategy
14. **Gap Prioritization:** Identify high-impact cultural gaps requiring immediate attention
15. **Quick Wins Identification:** Determine initiatives that can demonstrate progress in 0-3 months
16. **Action Plan Development:** Create detailed, phased corrective action plans
17. **KPI Definition:** Establish measurable success metrics for culture transformation
18. **Change Management Strategy:** Develop approach for managing resistance and building momentum

DELIVERABLES

- Desired Future Culture Profile
- Corrective Action Plan Document including:
 - - Prioritized initiatives (quick wins, medium-term, long-term)
 - - Roles and responsibilities (RACI matrix)
 - - Leadership actions and behavior changes required
 - - Communication and change management strategies
 - - Training and capability-building recommendations
- Implementation Roadmap (short, medium, long-term horizons)
- Annual KPIs and Success Metrics Framework

8.4 MILESTONE 4: EXECUTIVE ALIGNMENT & FINAL PRESENTATION (WEEKS 19-24)

ACTIVITIES

19. **Leadership Workshops:** Facilitate 2-3 workshops with senior leadership to review findings and validate priorities
20. **Stakeholder Presentations:** Present findings to relevant committees/boards
21. **Action Plan Refinement:** Incorporate leadership feedback into final recommendations
22. **Knowledge Transfer:** Train HR/Employee Experience team on ongoing measurement
23. **Final Documentation:** Compile all deliverables into comprehensive package

DELIVERABLES

- Executive Presentation (PowerPoint) for Board/Committee
- Leadership Workshop Facilitation Materials

- Final Culture Assessment Report (consolidated)
- Final Corrective Action Plan and Implementation Roadmap
- Recommendations for Ongoing Measurement and Sustainability
- Knowledge Transfer Documentation for OIA HR Team

9. PROJECT TIMELINE

The project will be delivered over a 6-month (24-week) period, aligned with OIA's milestone payment structure.

9.1 DETAILED PHASE TIMELINE

Phase	Activity	Timeline	Milestone
1	Project Mobilization	Weeks 1-3	MS-1
	- Kick-off meeting and stakeholder mapping	Week 1	
	- Methodology finalization and tool development	Weeks 1-2	
	- Communication plan development	Weeks 2-3	
2	Data Collection & Assessment	Weeks 4-12	MS-2
	- Survey deployment and monitoring	Weeks 4-6	
	- Executive interviews	Weeks 5-8	
	- Focus groups	Weeks 6-9	
	- Data analysis and report writing	Weeks 9-12	
3	Action Planning	Weeks 13-18	MS-3
	- Future state definition workshop	Week 13	
	- Gap prioritization and action planning	Weeks 14-16	
	- Roadmap development	Weeks 16-18	
4	Executive Alignment	Weeks 19-24	MS-4
	- Leadership workshops	Weeks 19-21	
	- Final presentations and refinement	Weeks 21-23	

Phase	Activity	Timeline	Milestone
	- Knowledge transfer and handover	Weeks 23-24	

9.3 KEY MILESTONES

Milestone	Key Deliverables	Target Date
MS-1 (10%)	Methodology + Communication Plan + Survey Instruments	End of Week 3
MS-2 (20%)	Culture Assessment Report (findings, insights, gaps)	End of Week 12
MS-3 (30%)	Corrective Action Plans + Implementation Roadmap	End of Week 18
MS-4 (40%)	Executive Presentations + Final Sign-off + KPIs	End of Week 24

10. PROJECT TEAM

Talent Arabia will deploy a senior, experienced team to deliver this engagement. Our team combines deep expertise in organizational culture, change management, HR consulting, and government sector experience.

10.1 KEY PERSONNEL

SULTAN AZZAN AL-BUSAIDY

Role: Lead Consultant

Qualification	Details
Experience	27+ years in HR consulting, organizational development, and workforce transformation
Education	MBA in Human Resources - Manchester University, UK
Certifications	CIPD Member; Center for Creative Leadership (CCL); HAY Group Job Evaluation Certified
Key Expertise	Culture assessment, HR policy development, organizational restructuring, leadership development
Relevant Experience	Shell International, SABIC, Marafiq Power & Utility, Oman LNG, PDO
Languages	Arabic (Native), English (Fluent), French (Fluent)

KEY STRENGTHS

Sultan brings direct experience with Shell International's organizational culture methodologies and has led culture-related initiatives at major regional organizations. His combination of multinational corporate experience and deep GCC market knowledge makes him uniquely qualified to lead this engagement.

NADYA AL JAHWARI

Role: Senior Consultant

Qualification	Details
Experience	15+ years in HR, organizational development, and employee experience
Education	MBA; CIPD Certified; Workplace Culture Professional (WLCP)
Key Expertise	Employee engagement, culture transformation, change management, HR policy
Relevant Experience	Ministry of Transport, Communications & IT; Information Technology Authority (ITA)
Languages	Arabic (Native), English (Fluent)

KEY STRENGTHS

Nadya brings direct experience leading culture and employee experience initiatives within Omani government entities. Her work at MTCIT and ITA included change management during the Ministry merger, work-from-home program development, and employee engagement initiatives - all directly relevant to OIA's needs.

10.2 TEAM ALLOCATION

Team Member	Role	Allocation	Primary Focus
Sultan Al-Busaidy	Lead Consultant	60%	Methodology, executive interviews, action planning
Nadya Al Jahwari	Senior Consultant	50%	Survey design, focus groups, change management
Sara Aram	Coordination	30%	Logistics, scheduling, documentation

Detailed CVs for Sultan Al-Busaidy and Nadya Al Jahwari are provided in Appendix A.

11. RELEVANT EXPERIENCE

Talent Arabia has successfully delivered organizational culture, HR transformation, and employee engagement projects for clients across Oman and the GCC region. Below we highlight relevant experience demonstrating our capability to deliver this engagement.

11.1 CASE STUDY: DUQM QUARRIES

Element	Details
Client	Duqm Quarries LLC
Industry	Industrial / Quarrying Operations
Project Scope	Comprehensive HR framework development including organizational culture assessment, HR policy development, compensation structure review, and employee engagement initiatives
Duration	4 months
Key Deliverables	HR Manual, Culture Assessment Report, Compensation Benchmarking, Employee Engagement Strategy
Outcome	Established sustainable HR practices; improved employee engagement scores; enhanced compliance with labor regulations

Talent Arabia will provide additional client references and contact details upon request or as part of the evaluation process.

11.2 TEAM MEMBERS' RELEVANT PROJECT EXPERIENCE

Our proposed team members have individually led or contributed to culture-related initiatives at major organizations:

SULTAN AL-BUSAIDY - RELEVANT PROJECT EXPERIENCE

- Shell International (London): HR advisory and culture alignment for Gas & Power division
- SABIC Al Bayroni: Organizational culture review, policy modernization, and employee development frameworks
- Marafiq Power & Utility: Leadership model development, organizational restructuring, culture transformation

- Oman LNG: Policy development, employee relations, and organizational culture initiatives

NADYA AL JAHWARI - RELEVANT PROJECT EXPERIENCE

- MTCIT: Change management lead during Ministry merger; culture integration initiatives
- MTCIT: Employee engagement and work-from-home program development
- ITA: Performance management process formulation; work-life balance program
- ITA: Benefits and compensation scheme design; ERP system implementation

12. PROJECT GOVERNANCE & QUALITY ASSURANCE

Effective project governance is critical to ensuring quality, timeliness, and stakeholder alignment throughout the engagement.

12.1 PROJECT ORGANIZATION

Role	Responsibility
OIA Project Sponsor	Strategic direction, decision-making authority, removes barriers
OIA Project Focal Point	Day-to-day liaison with Talent Arabia, coordinates internal stakeholders
Talent Arabia Lead Consultant	Overall project delivery, methodology, quality assurance
Talent Arabia Senior Consultant	Assessment execution, analysis, deliverable development
Project Coordinator	Scheduling, logistics, documentation, communication

12.2 MEETING AND REPORTING RHYTHM

Meeting Type	Frequency	Purpose
Weekly Status Call	Weekly	Progress update, issue resolution, upcoming activities
Steering Committee	Bi-weekly	Milestone review, decision-making, risk escalation
Milestone Review	Per milestone	Deliverable acceptance, payment approval
Ad-hoc Consultation	As needed	Rapid response to urgent issues

12.3 QUALITY ASSURANCE

All deliverables will undergo rigorous quality review before submission:

- Internal Talent Arabia review for accuracy, completeness, and alignment with scope
- Senior consultant sign-off on all major deliverables
- Draft submission to OIA for feedback before final versions
- Incorporation of OIA feedback within agreed timeframes

12.4 RISK MITIGATION

Risk	Impact	Mitigation Strategy
Low survey participation	Unreliable data	Strong communication plan, leadership endorsement, reminders
Stakeholder unavailability	Delayed interviews	Early scheduling, flexible timing, virtual options
Scope creep	Budget/timeline impact	Clear scope definition, change control process
Resistance to findings	Non-adoption	Early leadership engagement, validation workshops
Data sensitivity concerns	Incomplete feedback	Clear anonymity protocols, trust-building communication

13. WHY TALENT ARABIA IS THE RIGHT PARTNER

OIA has a choice of consulting partners for this engagement. We believe Talent Arabia is uniquely positioned to deliver exceptional value for the following reasons:

13.1 KEY DIFFERENTIATORS

Differentiator	Value to OIA
Government Sector Experience	Our team has direct experience with MTCIT, ITA, and other Omani government entities. We understand the unique dynamics, protocols, and sensitivities of public sector culture.
Senior, Certified Team	Our consultants hold CIPD, MBA, HAY Group, and CCL certifications with 27+ years of cumulative experience. You get senior expertise, not junior staff learning on the job.
Proven Methodology	We use globally validated frameworks (Denison, CVF, Barrett) customized for Omani context, ensuring findings are credible and benchmarkable.
Implementation Focus	We don't deliver reports that gather dust. We provide practical, actionable plans with clear ownership and accountability.
Local Presence & Commitment	Based in Muscat, we offer the responsiveness of a local partner with the methodology rigor of international firms.
Knowledge Transfer	We build OIA's internal capability for sustainable culture management, ensuring value extends beyond our engagement.

13.2 OUR COMMITMENT TO OIA

OUR PROMISE

We approach this engagement as a strategic partnership, not a transactional consultancy. We are committed to:

- Delivering insights that drive real change, not generic recommendations
- Building trust through transparent communication and honest feedback
- Transferring knowledge so OIA can sustain culture excellence independently
- Being available and responsive throughout the project and beyond

13.3 CONFIDENTIALITY

Talent Arabia commits to treating all information shared during this engagement as strictly confidential. We will:

- Execute a formal Non-Disclosure Agreement (NDA) prior to project commencement
- Ensure all team members are bound by confidentiality obligations
- Protect individual survey and interview responses through anonymization
- Store all project data securely and destroy upon project completion or as directed by OIA
- Never use OIA's name or project details in marketing without explicit written consent

14. RFQ COMPLIANCE MATRIX

This section provides a comprehensive mapping of all RFQ requirements to the corresponding sections in this Technical Proposal, demonstrating full compliance with OIA's requirements.

14.1 MANDATORY REQUIREMENTS (PASS/FAIL)

#	RFQ Requirement	Proposal Reference	Status
1	Valid Omanisation Fulfilment Certificate (valid 1+ month from submission)	Appendix C	✓ PASS
2	Full Compliance to Scope of Work	Sections 5-8; This Compliance Matrix	✓ PASS

14.2 SCOPE OF SERVICES - CURRENT CULTURE ASSESSMENT

#	RFQ Requirement	Proposal Reference	Status
1	Review existing organizational documents (strategy, values, policies, engagement surveys)	Section 6.2.3 Document Review	✓ FC
2	Employee surveys	Section 6.1.1 Organization-Wide Culture Survey	✓ FC
3	Leadership assessments	Section 6.1.2 Leadership 360° Assessment	✓ FC
4	Focus groups	Section 6.2.2 Focus Groups (6-8 sessions)	✓ FC
5	Interviews with executives, managers, employees	Section 6.2.1 Executive Interviews (8-12)	✓ FC
6	Leadership and decision-making behaviors	Section 5.2 Assessment Dimensions	✓ FC
7	Communication and collaboration	Section 5.2 Assessment Dimensions	✓ FC

#	RFQ Requirement	Proposal Reference	Status
8	Accountability and performance mindset	Section 5.2 Assessment Dimensions	✓ FC
9	Employee engagement and trust	Section 5.2 Assessment Dimensions	✓ FC
10	Change readiness and adaptability	Section 5.2 Assessment Dimensions	✓ FC
11	Inclusion, ethics, and psychological safety	Section 5.2 Assessment Dimensions	✓ FC

14.3 SCOPE OF SERVICES - ANALYSIS, ACTION PLANS, EXECUTIVE ALIGNMENT

#	RFQ Requirement	Proposal Reference	Status
Analysis and Findings			
1	Analyze qualitative and quantitative data	Section 6.3 Data Triangulation	✓ FC
2	Identify cultural strengths, misalignments, risks, root causes	Section 8.2 Deliverables	✓ FC
3	Benchmark findings against industry best practices	Section 5.1.1 Denison Model (8,000+ orgs)	✓ FC
4	Present clear culture assessment report	Section 8.2 (50-70 page report)	✓ FC
Corrective Action Plans			
5	Define desired future culture aligned with strategy	Section 8.3 - Future State Definition	✓ FC
6	Practical, phased corrective action plans	Section 8.3 Deliverables	✓ FC
7	Priority (quick wins) initiatives	Section 8.3 - Quick Wins Identification	✓ FC

#	RFQ Requirement	Proposal Reference	Status
8	Roles and responsibilities	Section 8.3 - RACI Matrix	✓ FC
9	Leadership actions and behavior changes	Section 8.3 Deliverables	✓ FC
10	Communication and change management strategies	Section 8.3 Deliverables	✓ FC
11	Training and capability-building recommendations	Section 8.3 Deliverables	✓ FC
12	Realistic implementation roadmap (short/medium/long-term)	Section 8.3 Deliverables	✓ FC
13	Key performance indicators (yearly KPIs)	Section 8.3 - Annual KPIs Framework	✓ FC
Executive Presentation and Alignment			
14	Leadership/committee workshops and presentations	Section 8.4 (2-3 workshops)	✓ FC
15	Share assessment findings, validate insights	Section 8.4 Activities	✓ FC
16	Align leadership on priorities and next steps	Section 8.4 Activities	✓ FC

14.4 DELIVERABLES COMPLIANCE

#	RFQ Deliverable	Proposal Reference	MS	Status
1	Present proposal to OIA Employee Experience & Culture team	Section 8.1 Activities	MS-1	✓ FC
2	Comprehensive stakeholder communication plan (pre-launch teasers, launch, post-project)	Section 7 (Full 5-phase plan)	MS-1	✓ FC
3	Culture Assessment Framework and Methodology	Section 5; Section 8.1	MS-1	✓ FC
4	Culture Assessment Report (findings, insights, gaps)	Section 8.2 (50-70 pages)	MS-2	✓ FC
5	Corrective Action Plans and Implementation Roadmap	Section 8.3 Deliverables	MS-3	✓ FC
6	Executive Presentation and Facilitation Materials	Section 8.4 Deliverables	MS-4	✓ FC
7	Recommendations for ongoing measurement and sustainability	Section 8.4 - Knowledge Transfer	MS-4	✓ FC

14.5 TECHNICAL EVALUATION CRITERIA COMPLIANCE

#	Criteria	Weight	Proposal Reference	Expected	Status
1	Methodology & Assessment Tools	15%	Sections 5-6 (Denison, CVF, Survey, Interviews, Focus Groups)	15%	✓ FC
2	Relevant Experience	20%	Section 11 (Duqm Quarries + Team projects)	10-20%	✓ FC
3	Project Team Qualifications	30%	Section 10 (Sultan 27+ yrs, Nadya 15+ yrs, CIPD, MBA, HAY)	30%	✓ FC
4	Communication Plan	15%	Section 7 (5-phase comprehensive plan)	15%	✓ FC

#	Criteria	Weight	Proposal Reference	Expected	Status
5	Project Milestones Timeline	10%	Section 9 (24 weeks within 6 months)	10%	✓ FC
6	SME/Riyada	10%	Not applicable	0%	N/A

14.6 PARTICIPATION REQUIREMENTS COMPLIANCE

#	RFQ Requirement	Proposal Reference	Status
1	Experience in similar scopes with client contact details	Section 11 Relevant Experience	✓ FC
2	Method statement detailing activities and resource planning	Sections 5-8 (Full methodology)	✓ FC
3	Execution plan and timeline for scope completion	Section 9 Project Timeline	✓ FC
4	Proposed key personnel with CVs and relevant experience	Section 10; Appendix A	✓ FC
5	Certification to perform the scope	Appendix C (Omanisation Certificate)	✓ FC
6	Signed Appendix 1 (Bidder's Declaration)	Appendix B	✓ FC
7	Signed Appendix 2 (No Conflict of Interest)	Appendix B	✓ FC
8	Evidence per Appendix 3 (Technical Evaluation)	This Compliance Matrix	✓ FC
9	Signed Appendix 4 (Compliance with Scope)	Appendix B	✓ FC

Legend: FC = Full Compliance | PC = Partial Compliance | NC = Non-Compliance

15. APPENDICES

APPENDIX A: DETAILED CVs

Detailed curriculum vitae for Sultan and Nadya are attached.

[SULTAN]



Sultan CV.pdf

[NADYA]



Nadya CV.pdf

APPENDIX B: SIGNED APPENDICES (PER RFQ REQUIREMENTS)

The following signed appendices are attached as required by the RFQ:

- Appendix 1: Bidder's Declaration (signed and stamped)
- Appendix 2: Form of No Conflict of Interest (signed and stamped)
- Appendix 4: Compliance with Scope Particulars (signed and stamped)

APPENDIX 1 – BIDDERS DECLARATION

Dear Sir,

Having carefully examined the Request For Quotation (RFQ) and its attached Instructions to Bidders and Terms & Conditions, we offer to supply the Goods or Services for the Prices submitted in this Quotation.

We confirm that our Quotation is made in full conformity with the RFQ, the Instructions to Bidders, Scope, Terms & Conditions, and all Clarifications and Addenda issued during the RFQ period.

If our Quotation is accepted and a Purchase Order or Letter of Award issued by OIA; we agree to deliver the Goods or Services in full accordance with the RFQ and our Quotation.

We agree to abide by this Quotation for a period of sixty (60) days from the Submission Date and it shall remain binding upon us and might be accepted at any time before the expiration of this period.

Yours faithfully,

Signature:

Date: Jan 27th 2026

Name: MOHAMMED KHAMIS SALIM AL ISMA'ILI

Position: CEO

For and on behalf of: Talent Arabia Business LLC

APPENDIX 2 - FORM OF NO CONFLICT OF INTEREST

The undersigned TALENT ARABIA BUSINESS LLC a company incorporated under the laws of THE SULTANATE OF OMAN with registration number 1384548 and having its registered office at Grand Mall, Talent Arabia, AL Madina Business Center, Muscat 113, Oman (hereinafter called the 'Bidder').

We refer to conflict of interest set out in Instruction to Bidders. Having examined carefully the Instructions to Bidders, we hereby certify and confirm that the entity named above, including all members, partners and persons associated with it shall not have any corporate, commercial or other links, relationship or agreements with any of the entities who will be or are entrusted with the performance of the RFQ.

It is our responsibility to ensure that any and all actual, potential or perceived conflicts are disclosed prior to you being involved in the RFQ.

We hereby confirm acceptance to OIA Terms and Conditions attached with this RFQ and thus we submit our offer for stipulated Goods or Services (as applicable) above.

Yours faithfully,

Date: Feb 04th 2026

Name: MOHAMMED KHAMIS SALIM AL ISMA'ILI

Position: CEO

For and on behalf of: Talent Arabia Business LLC

Appendix 4 – Compliance with Scope Particulars

FC: Full Compliance, **PC:** Partial Compliance, **NC:** No Compliance

SL. No	Clause in Scope of Work	Compliance (FC/PC/NC)	Ref in Quotation	Remarks
1	Current Culture Assessment: Review existing organizational documents (strategy, values, policies, engagement surveys)	FC	Section 6.2.3; Section 8.2	Document review included
2	Design and administer diagnostic tools: Employee surveys, Leadership assessments, Focus groups, Interviews	FC	Section 6.1, 6.2; Section 8.2	Multi-method approach
3	Assess key cultural dimensions: Leadership & decision-making, Communication & collaboration, Accountability & performance, Employee engagement & trust, Change readiness, Inclusion & ethics	FC	Section 5.2	All 6 dimensions addressed
4	Analysis and Findings: Analyze qualitative and quantitative data; Identify strengths, misalignments, risks, root causes; Benchmark against best practices; Present culture assessment report	FC	Section 6.3; Section 8.2	Denison benchmarks included
5	Corrective Action Plans: Define future culture; Develop phased plans; Quick wins; Roles & responsibilities; Leadership actions; Change management strategies; Training recommendations	FC	Section 8.3	Comprehensive action planning

SL. No	Clause in Scope of Work	Compliance (FC/PC/NC)	Ref in Quotation	Remarks
6	Implementation Roadmap: Short, medium, and long-term horizons with realistic timelines	FC	Section 8.3; Section 9	Multi-horizon roadmap
7	Key Performance Indicators: Yearly KPIs and success metrics for culture transformation	FC	Section 8.3	Annual KPI framework
8	Executive Presentation and Alignment: Facilitate leadership/committee workshops; Share findings; Validate insights; Align on priorities	FC	Section 8.4	2-3 leadership workshops
9	Stakeholder Communication Plan: Pre-launch teasers, Active launch period, Post-project updates	FC	Section 7	5-phase communication plan
10	Project Timeline: Engagement duration not more than 6 months	FC	Section 9	24-week (6 month) plan
11	Deliverable 1: Present proposal to OIA Employee Experience & Culture team	FC	Section 8.1	Initial presentation included
12	Deliverable 2: Comprehensive stakeholder communication plan	FC	Section 7	Full 5-phase plan
13	Deliverable 3: Culture Assessment Framework and Methodology	FC	Section 5; Section 8.1	Denison, CVF, Barrett models
14	Deliverable 4: Culture Assessment Report (findings, insights, gaps)	FC	Section 8.2	50-70 page report
15	Deliverable 5: Corrective Action Plans and Implementation Roadmap	FC	Section 8.3	Phased action plans
16	Deliverable 6: Executive Presentation and Facilitation Materials	FC	Section 8.4	PowerPoint + workshop materials

SL. No	Clause in Scope of Work	Compliance (FC/PC/NC)	Ref in Quotation	Remarks
17	Deliverable 7: Recommendations for ongoing measurement and sustainability	FC	Section 8.4	Knowledge transfer included
18	Consultant Qualifications: Proven experience in organizational culture transformation; Expertise in change management; Experience in similar organizations; Qualified consultants with certifications	FC	Section 10; Appendix A	27+ years experience; CIPD, MBA, HAY certified
19	Confidentiality: All information treated as strictly confidential	FC	Section 13.3	NDA commitment included
20	Acceptance Principles: Deliverables aligned with scope, quality standards, and organizational objectives	FC	Section 12	QA process defined

Yours faithfully

Signature:

 Date: Jan 27th 2026

Name: MOHAMMED KHAMIS SALIM AL ISMA'ILI

Position: CEO

For and on behalf of: Talent Arabia Business LLC

APPENDIX C: VALID OMANISATION FULFILMENT CERTIFICATE

[OMANISATION CERTIFICATE]



Omanization_Certificate.pdf

APPENDIX D: COMMERCIAL REGISTRATION

COMMERCIAL REGISTRATION



cr_certificate(1384548)-13 Nov 2025.pdf