

CASE STUDY

SALMAN KHALID

CMgr FCMi

CMI Middle East Advisory Committee



“ Whether you are in HR, operations, finance or administration, the Chartered Manager designation equips you with a powerful framework to lead with confidence, clarity and purpose ”

Salman Khalid CMgr FCMi arrived in Abu Dhabi, UAE, in October 2014 to join Al Ahalia Money Exchange Bureau as Assistant HR Manager. It was a significant step, moving into a highly regulated financial services environment where customer trust drives every decision. He quickly realised that, to make an impact, he needed to lead with clarity, purpose and a commitment to continuous improvement.

TAKING RESPONSIBILITY AT A BROADER, STRATEGIC LEVEL

“ In 2017, I became a Fellow of CMI, and in the same year I achieved the prestigious Chartered Manager designation through the experience-based route. At that time, I didn't know how effectively this would shape my leadership style, influence my decisions and guide my growth. But, looking back, I can say with confidence that achieving Chartered Manager status marked the beginning of a transformation in how I show up as a leader, not just for myself, but for the entire organisation.

The accreditation strengthened my standing within the organisation and the wider industry. It signalled to senior leaders that my decisions are grounded in recognised management practice. Since obtaining the award, I have taken responsibility at a broader strategic level, and I believe it contributed to my recent appointment as Deputy General Manager. It also strengthened my confidence when leading major initiatives, such as restructuring the HR function, raising engagement levels and implementing talent and L&D programmes.

One of the achievements I am most proud of is the transformation of our African corridors. Early on, I identified a major untapped market across Kenya, Ghana and Cameroon. By designing a talent development strategy and hiring African staff into key branches, we were able to connect authentically with communities we previously underserved. As a result, regional customers grew. ”

A CLEARER FOCUS ON PRACTICAL OUTCOMES AND ACCOUNTABILITY

“ Becoming Chartered encouraged me to adopt a more reflective leadership approach. For example,

when redesigning the HR structure, I placed a stronger emphasis on delegation, coaching and clarity of purpose. This resulted in engagement rising from 69% to 82%. Another example is my leadership of the 'Grow' model, a three-day programme for branch managers. The Chartered Manager mindset helped me shape this training programme with a clearer focus on practical outcomes and accountability.

In September 2025, I transitioned into the role of Deputy General Manager, reporting directly to the Board of Directors. Today, I oversee the daily operational activities of the entire company, with 450 employees across 30 branches in the UAE. The foundations of Chartered Manager status – integrity, structure, continuous learning and strategic thinking – guide every decision I make in this position. ”

SHARPENING THINKING, ELEVATING CREDIBILITY, RESHAPING LEADERSHIP

“ To me, being Chartered represents trust. It signals that my leadership style meets a professional code of conduct and is supported by evidence, rather than personal instinct alone. It also reflects a commitment to lifelong learning, which I value deeply, given my work on analytics, AI, digital transformation and governance.

If there is one message I would share with anyone aspiring to become a stronger leader, it is this: pursue Chartered Manager status. It will sharpen your thinking, elevate your credibility and reshape your leadership approach in ways you may not expect. ”



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