



FARAH FLISHER

Executive Leadership, Operations Management, Governance
Business Transformation, Strategy & Planning, Team Leadership

ACCOMPLISHED BUSINESS LEADER & OPERATIONS MANAGEMENT PROFESSIONAL

A highly motivated and transformative Business Leader with a track record of positively influencing and driving organizational growth, profitability, and process optimization.

Leading from the front with emotional intelligence and exceptional people skills to build, empower and motivate large, cross-functional teams to achieve goals and exceed expectations.

Cross cultural awareness based on time spent across UK, India and Middle East.

Forward looking, supportive and creative, a seasoned leader who leverages outstanding commercial acumen and a methodical approach to optimize business resources and strategy; renowned for building robust, streamlined, and efficient processes.

Utilizing in-depth expertise in business planning, risk management, and the identification of margin enhancement opportunities to bring structure to chaos.

More than 30 years of experience in strategy, accounting, budgeting, cost control, and business transformation, while developing opportunities, providing robust solutions and nourishing business growth.

CONTACT INFORMATION

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KEY SKILLS

Executive Leadership – Visionary leadership & skilled resource allocation

Operations Management – Ensures the efficient running of operations

Governance & Control – Builds robust, streamlined, & efficient processes

Business Transformation – Drives execution of large-scale transformation

Risk Management – Diligent planning, assessment, and mitigation of risk

Strategy & Planning – Defines & develops innovative operational strategy

People Management – Strong, emotionally intelligent leadership of teams

Talent Development – Coaches, trains, and mentors teams to achieve goals

- Project Management
- Consensus Building
- Stakeholder Relationships
- Regulatory Compliance
- Budget Management
- Departmental Start-ups
- Mergers & Acquisitions
- Process Improvement
- Operational Excellence
- Process Efficiency Gains
- Metric Management
- Internal / External Auditing
- Process & System Design
- Value Creation

SELECTED CAREER ACHIEVEMENTS

- **Established** the First Line of Defence for the Personal Banking Group of First Abu Dhabi Bank, consolidating disparate teams, enabling cordial inter-department communications and developing the KYC structure
- **Managed** the divestment of Barclays Bank's Egyptian entity as part of a global restructuring initiative, requiring the operational separation of the Egyptian business from Group shared services in UK, South Africa & India
- **Turned around** performance of the British Business Group (BBG) with increased membership acquisition and retention, reduced costs, and a more efficient operating model featuring streamlined processes

CAREER HISTORY

August 2019 – present

First Abu Dhabi Bank

Head of Business Governance



Recruited to establish the First Line of Defence strategy, aligning robust Risk & Controls Governance framework to the business, designing strong procedural controls and driving optimization of policy and processes for Consumer and Global Private Banking Groups

- Overseeing operations in the Branch Network and Sales Channels, conducting regular spot reviews and monitoring of recorded calls
- Ensuring timely and accurate financial reporting, data, MI and analytics on business performance
- Driving best practice by devising clear strategy on engagement, operational delivery and excellence

Achievements

- ✓ **Fostered** cohesion and collaboration by physically locating all members together, creating a motivated, empowered, collaborative and high achieving team who receive recognition, awards and rewards from across all stakeholders.
- ✓ **Provided** clarity on roles and responsibilities and accountability by developing a new Operating Model and Organizational Structure for the team, up-skilled existing Team members and made changes to team composition.
- ✓ **Increased** communication with the Control Functions (Second Line) with regular periodic meetings and reviews, arranged regular meeting with all business units to open up lines of communication.
- ✓ **Achieved** economies of scale by transferring identified activities to Group centers of excellence, with strong Senior Stakeholder Management to ease the engagement and the development of regular reporting tools and dashboards
- ✓ **Managed** and reduced Operational, Fraud and Compliance risks by leading thorough risk assessments and implementing mitigative controls
- ✓ **Spearheaded** successful completion of the KYC remediation project, on time and within the ~AED6MM budget
- ✓ **Implemented** new IT systems and proposed changes to existing workflows, improving process efficiency and ensuring compliance with financial regulations
- ✓ **Reduced** open Audit issues by ~80% and evidenced reduction in new audit comments

October 2018 – July 2019

British Business Group & OliOli, UAE



Independent Consultant

British Business Group – achieved operational excellence, increased member engagement, onboarded new sponsors, optimized events and increased cost/income ratio with the design and implementation of a new target operating model

- Led organisational restructuring, with new roles and responsibilities defined with clear KPIs
- Up-skilled existing Business Team members and outsourced Finance function & comms support

Achievements

- ✓ **Increased** new member acquisition rate by 92% as a result of strategy implementation: Sep-Dec 18, with Membership retention at an all-time high
- ✓ **Maintained** expenses 9% below budget despite costs incurred for external consultant hire
- ✓ **Improved** events attendance and participation with new Annual Partners and new Event Partners acquired
- ✓ Increased engagement with British Embassy and collaboration with other Business Councils

OliOli – Conducted an onsite review of resource composition, led a recruitment drive for key roles, streamlined hiring process and validated efficacy of various platforms being utilized

August 2008 – September 2018

Barclays Bank PLC, UAE, Egypt, Zimbabwe



Program Director

Served as Program Director for a number of programs, including the divestment transactions for full separation, transition and migration activities in preparation for sale of Barclays Bank UAE Retail Banking business to ADIB, the divestment of Barclays Bank Egypt to Attijariwafa Bank, Morocco and Barclays Bank Zimbabwe to First Merchant Bank Limited, Malawi

- Held overall project responsibility throughout the divestment process, maintaining well organized operational planning, controlling and program completion, and managing external consultant teams linked to each transaction
- Developed frameworks for branch compliance with Cross Border, Financial Crime, Corporate, International Banking, and DFSA Regulatory Reporting programs, aligning group policy, standards, and risk appetites with business priorities
- Spearheaded MENA region project installations in addition to reviewing and analyzing current intelligence and trend data to support recommendations and changes
- Managed all front office activities to ensure efficient risk and control issues for Global Booking Centers, including direct management of 21 banking support employees across geographic locations

Achievements

- ✓ **Created** a unified sales process for the entire MENA region, oversaw implementation of an improved IT CRM system, and designed and implemented a unified Client Annual Account Review Form
- ✓ **Achieved** cost savings of over £17M for UAE Corporate banking, by designing new target operating models for regional footprint, with outsourcing of functions
- ✓ **Increased** revenues and reduced costs by generating custom reports and reviews of various international processes
- ✓ **Established** a robust "Information Sharing Protocol" and managed data exchange via a VDR to ensure collaborative working with adequate restriction of the exchange of sensitive information to enable regulatory clearance

January 2004 – July 2008

Citibank N.A., UK and UAE



Head of Business Administration

Held positions in various departments including Business Management, Trade Finance, Client Relationship Support, and Investments

- Identified opportunities for strategic improvements and mitigations of potential interruptions from regulatory or industry- specific change initiatives
- Coordinated administrative support for UHNW clients, led their investment reviews, & asset allocations - total £1B+

References