

**MOUNA HAJJI EL AZIZI**  
**Expert in Change & Mobilization**  
**15+ Years of International Experience**

Dubai, UAE | Umm Suqueim  
+971 58 538 6120 | mounahajjelazizi@gmail.com



**PROFESSIONAL SUMMARY**

Multidisciplinary Change & Mobilization Expert with over 15 years of experience supporting strategic transformations across Europe, the UK, and the Middle East. I partner with organizations to co-design and embed culture change and transformation programs that engage people, shift mindsets, and sustain long-term results. Passionate about enabling leaders to foster engagement and performance through collaboration, behavioural insights, and strategic alignment. I help bridge the gap between strategy and execution by translating vision into actionable initiatives, building capabilities, and catalyzing innovation.

**CORE EXPERTISE**

- Organisation & People Transformation
- Culture Change
- Stakeholder Mobilization & Engagement
- Change Management Strategy
- Digital Transformation Projects
- Behavioral Insights & Human-Centered Design
- Leadership Coaching & Talent Development
- Design Thinking & Innovation
- Communication & Learning Strategy
- Agile, Prosci (ADKAR), Sociodynamics
- Workshops facilitation

**EDUCATION ( France | 2000 - 2006)**

- Master's in Business & Management from Telecom Sud Paris & Université Paris Dauphine
- Telecom & Media, Marketing & Communication

**ADDITIONAL PROJECTS**

- Pro Bono Strategic Consultant (2018–Present): Nonprofit in education sector, restaurants and hotels .
- Volunteer French Teacher: Adult migrants, DELF/DILF preparation
- Substitute teacher in primary french schools

**METHODOLOGIES**

- Prosci Change Management (ADKAR)
- Sociodynamics & Mobilization
- Agile & SCRUM
- Transactional Analysis
- Boss-Leader-Coach Grid
- Storytelling (Joseph Campbell, Vogler)

**LANGUAGES**

- French: Native
- English: Bilingual
- Arabic: Professional Proficiency
- Spanish: Basic

**INTERNATIONAL EXPERIENCE**

Morocco | France | UK | KSA | UAE

## PROFESSIONAL EXPERIENCE

### **Freelance Change Expert – MCM Consulting (France/Morocco) | 2021–2023**

*Key Client: CMA CGM (Finance Global Transformation)*

- Designed and led the mobilization strategy for 3,000+ stakeholders across continents.
- Created and aligned global ambition with program sponsors; defined sub-ambitions by team.
- Delivered workshops, feedback rituals, communication campaigns, and celebration events.
- Embedded mobilization practice in program governance, building long-term internal capability.
- Supported implementation of new finance tools and processes across global entities.

### **Consulting Director – Albus Conseil (France) | 2015–2020**

*External Missions:*

- L'Oréal (R&D, Operations, Marketing, HR): Designed and implemented change management strategies across multiple departments (1,000+ people). Delivered learning programs for managers, conducted resistance management and risk assessments, and supported post-implementation reviews. Coordinated KPI setup and led cross-department collaboration.
- Total Energies: Supported cultural transformation and leadership development through seminar facilitation and leadership alignment.
- Fives Nordon: Guided executive board to define a renewed strategic direction; supported talent retention and redundancy planning; facilitated strategic offsites.
- Johnson & Johnson (Medical Devices): Supported reorganization and mobilization strategy, with a focus on manager alignment and stakeholder diagnosis via sociodynamics.
- Dior Beauty (LVMH): Facilitated definition and rollout of new global team structures. Developed and delivered executive coaching for top 20 managers.
- France Télévisions: Led HR transformation program focused on modernizing management practices; created strong internal communities of practice for leaders.

*Internal Responsibilities:*

- Oversaw internal operations: recruitment, onboarding, team training, performance bonus design.
- Managed P&L reporting, budgeting, and internal communications.
- Led internal consultant training programs and developed Albus' knowledge capital.
- Supervised teams of 12+ consultants with a strong coaching and mentoring culture.

### **Sales Trader – Louis Capital Markets (UK) | 2006–2011 & 2013–2015**

- Desk manager for European indices; FCA-registered.
- Handled top-tier client portfolios (banks & investment funds).
- Managed volatility risks and developed business relationships in competitive markets.

### **Marketing Manager – INWI (Morocco) | 2012–2013**

- Developed and launched new mobile offers.
- Managed the full marketing cycle: strategic planning, communication, and budgeting.
- Coordinated cross-functional teams and improved customer segmentation strategies.