

THE ROOM

الغرفة

SENIOR OPERATING PARTNERS · MENA & BEYOND

We step inside.
We sort it.
We hand it back.

The Room is a senior operating team for businesses navigating growth and complexity.

We step in when important work needs senior ownership, clear decisions and someone to keep it moving.

BASED IN DUBAI
WORKING ACROSS THE MENA REGION & BEYOND
THEROOMPARTNERS.COM



01 Overview of capabilities

The capabilities we draw on when we own a problem. We bring in what the work needs, when it needs it. When we need more depth, we draw on our trusted expert circle, The Collective.

01	Organisation	Organisational design Project governance	Operating rhythm Leadership alignment
02	Partnerships	Partnership launches	Partner engagement
03	Talent & people	Talent decisions Graduate and internship programmes Learning and development	Executive search Emiratisation support Employer brand
04	Communications	Team communications Crisis communications Executive and board communications	Leadership offsites Corporate communications PR and executive profiling
05	Brand & narrative	Brand positioning Content strategy	Campaigns Narrative strategy



WHAT THE ROOM IS

We take on the work that needs an owner.

We step in when important work crosses functions, has no clear owner or is not moving fast enough. We find what is really getting in the way, take ownership of the fix and leave the business stronger.

WHO HIRES US

CEOs, COOs, boards, executive teams and senior leaders responsible for moving important work forward.

02 Bring us in when

Critical decisions keep returning to the same senior leaders.

Growth has outpaced the organisation underneath it.

The business needs senior ownership while the permanent role takes shape.

The executive team is aligned in meetings but not in the work.

A launch, partnership or transformation is losing momentum.

A critical problem sits between teams and no one has clear ownership.

ADVISE

Strategy houses

Diagnose. Recommend. Hand over.

EMBED AND OWN

The Room

Find the real problem. Own the fix. Leave it working.

FILL ONE SEAT

Fractional executives

Run one function. Stay in the role.

We are not a strategy firm handing over a deck, a recruitment firm filling a vacancy or a communications agency waiting for a brief. We step in, take ownership and stay with the work until it holds.

03 The problems we own

They rarely appear overnight. By the time they reach the executive agenda, they have usually been building for months.

WHO THIS IS FOR

Organisations navigating:

Rapid growth or increased complexity

A major partnership, launch or transformation

Leadership transition or executive-team change

Governance, ownership or decision-making strain

Restructuring, integration or market entry

A critical priority that needs senior ownership

DECISION BOTTLENECKS

Too many decisions sit with too few people.

Senior leaders become the escalation point. Progress slows and the organisation loses capacity to move.

ORGANISATION AND TALENT

The team no longer fits the business.

The structure is unclear, key roles are missing and the next hires are hard to define.

GOVERNANCE

Meetings happen. Decisions don't.

There's no clear way of working. Everything is urgent and too little gets finished.

LEADERSHIP MISALIGNMENT

Leadership is pulling in different directions.

Everyone agrees in the room. The disagreement shows up in the work.

MOMENTUM

A launch, partnership or transformation is losing momentum.

The date slips weeks at a time, until the moment is gone.

GROWTH AHEAD OF CAPABILITY

Complexity is arriving faster than the business can absorb it.

People, markets and priorities are being added faster than the structure, leadership and systems can keep up.



04 How we plug in

HOW WE WORK INSIDE THE BUSINESS

We join your executive team for a defined period, take ownership of a cross-functional priority, lead a transformation or provide cover while the permanent role takes shape.

We work alongside your people, in your meetings, with your systems and against your measures. We don't sit outside and send recommendations in. We embed, operate and stay with the work until it holds.

We own what needs to move across the business.

OPERATING MODEL · LEADERSHIP · TALENT · PARTNERSHIPS · COMMUNICATIONS · BRAND · GROWTH

01

A problem that needs an owner

We find what is really getting in the way, take ownership and run the work through to resolution.

Operating model and organisational design · Governance and decision rights

03

A moment the business needs to get through

We take ownership during growth, restructuring, integration, market entry, acquisition, leadership change or a major launch.

Transformation and critical delivery · Partnership and market-entry execution

02

An embedded operating role

An operator inside the executive team for a defined period, leading delivery, transformation, alignment or another priority that needs ownership.

Leadership alignment · Executive and team communications

04

Build what the business needs next

We build the decision rights, operating cadence, workforce model or leadership system the business needs for its next stage.

Organisation and workforce design

WAYS TO WORK WITH US

Focused intervention

USUALLY 3-6 WEEKS

One problem, decision or operating constraint.

Cover while the business changes

THROUGH THE TRANSITION

An operator for a defined period, covering a temporary gap, leading a transformation or building the role the business will eventually hire.

Embedded mandate

USUALLY 8-16 WEEKS

We take ownership of a cross-functional priority and run it alongside the executive team.

Ongoing partnership

ONGOING

Continued access to experienced judgement and support as priorities develop.

05 Two operators. One accountable team.

Between us, we have held leadership roles at noon and supported executive teams through growth, transformation, leadership change and critical moments. We have done the work, not just advised on it.



Designs the organisation: roles, decision rights, leadership structure and operating systems.

Designs organisations that scale without overloading senior leaders.

Builds operating systems that hold

“Good organisations put decisions in the right place.”

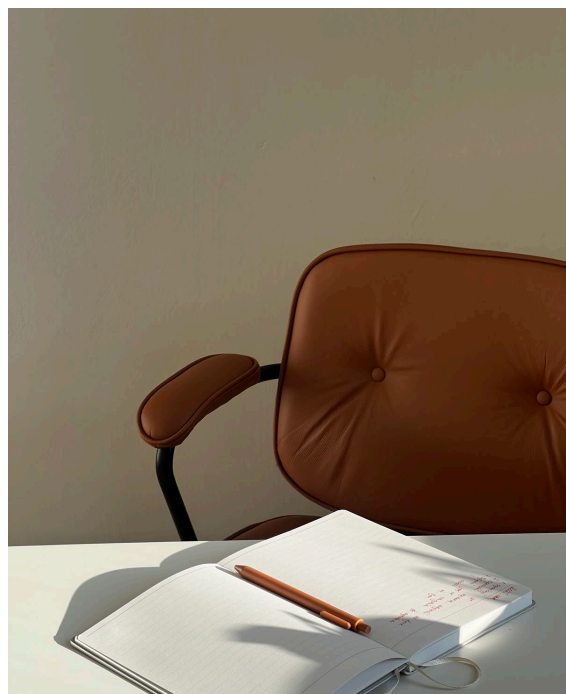


Makes the work move: priorities, delivery, executive alignment, communications and the work between teams.

Runs complex, cross-business delivery

Keeps leaders aligned from decision to delivery.

“Clarity is where trust begins.”



HOW WE WORK TOGETHER

You get two senior operators working as one team, with shared context, clear ownership and one point of accountability for the outcome.

06 Problems we have owned

The names stay private. The problems, decisions and outcomes are real.

TECHNOLOGY GOVERNANCE

60%

of the overdue backlog closed in two months

SITUATION

More than 200 priorities were overdue across 20+ teams. Understood, but not moving.

WE OWNED

The tracking system, workstream ownership and leadership governance across departments.

TIMEFRAME

Two months

OUTCOME

The backlog became visible, owned and moving across the business.

TECHNOLOGY HYPERGROWTH

SITUATION

Growth had outpaced the organisation. Decisions were slowing and ownership was disappearing.

WE OWNED

The organisational architecture, a federated operating model and executive governance.

TIMEFRAME

Embedded over several months

OUTCOME

The organisation scaled without another structural reset. Priorities became visible, owned and acted on across the executive team.

TECHNOLOGY DECISION AND DELIVERY RESET

SITUATION

The founder was approving too many decisions, and the team had stopped making them.

WE OWNED

Priorities, cadence and decision rights, embedded inside the executive team.

TIMEFRAME

Short diagnostic followed by embedded delivery

OUTCOME

Executive decisions stopped routing through the founder. The leadership cadence continued and decisions stayed with the right people after handover.

The same approach has been used across partnership launches, global workforce design, critical communications and organisational narrative. We can talk through the relevant examples.

07 How it works

You don't need another deck. You need someone senior enough to see the whole problem, close enough to run the work and practical enough to leave it working.

R

Read the room

We find what is really holding the business back.

O

Own the problem

We define the outcome and put the hard calls on our desk.

O

Operate the fix

We work inside the business, alongside leaders and teams.

M

Move on

We hand it back when the work holds without us.

THE DAY ONE MEMO

Within the first week, you receive a working view of what is true, what is getting in the way, what we own and what “done” looks like. **One page. A decision document, not a presentation.**

THE FIRST 30 DAYS

1 Read

Speak to the people carrying the work.

2 Decide

Agree the outcome and decision rights.

3 Set up

Establish owners, cadence and measures.

4 Move

Start the work inside the team.

5 Adjust

Review what is holding and change course.

Start with a conversation.

Tell us what's not moving. We'll work out where the problem sits, whether we can help and what role we should play.

You speak directly to the people who do the work.

Everything stays confidential

If we are not the right people, we will say so

