

Local understanding. A wider talent horizon.

Regional perspective · Discussion paper · 4 min read

Questions enterprise leaders can use to shape a thoughtful GCC talent agenda.

Editorial status

EDITORIAL DRAFT — prepared for review before publication. Not an empirical analyst study or market forecast.

Overview

Talent decisions in the GCC benefit from an understanding of the local business context as well as a clear view of the organisation's ambitions. Rather than rely on a universal hiring playbook, start with questions that reveal your specific priorities.

In this perspective

Clarify what is changing

Identify the parts of your business that are evolving and the capabilities those changes will require. Consider both the talent you need to attract and the people already in your organisation who could develop into new responsibilities.

Understand the candidate conversation

Be ready to explain the role's impact, the working environment and the opportunity for growth. A clear and credible conversation helps candidates evaluate the opportunity and supports better-informed decisions on both sides.

Connect hiring and development

Not every capability gap calls for a new hire. Review where targeted learning, a change in role design or an external search is the right response. Treat recruitment and development as connected parts of your people agenda.

Keep the plan practical

Set a small number of priorities with named owners and realistic milestones. Review them as the business changes. Where a decision depends on employment regulations, obtain qualified local advice rather than treating general guidance as legal advice.

The takeaway

A talent strategy is most useful when it reflects your business, your people and the market in which you operate.