

Hady Khalaf, DBA

Leadership, Capability Transformation and the Future of Work

Co-Founder, IN-PACT Leadership Institute, London

Chief Capability Officer, Bel Group

BIOGRAPHY

Born and raised in Lebanon and now based in London, Hady's life has been shaped by the need to adapt to change, find meaning amid chaos and turn challenges into opportunities. He learned early that optimism is not passive. It is a choice, a source of resilience and sometimes the only way forward. These experiences shaped both who he is and how he leads, coaches and helps others navigate complexity.

His time with the Red Cross grounded his values and taught him what leadership means when circumstances are difficult: humanity, courage, empathy and action in the face of uncertainty. It was there that his relationship with humanity deepened in ways no conventional career path could have scripted.

Hady has built a global career spanning commercial strategy, category management, inclusive business, capability building and organizational transformation. He has led diverse teams and worked across cultures, markets and business environments. Today, he serves as Chief Capability Officer in a global consumer goods organization, building the capabilities required for growth and transformation.

Throughout his career, Hady has challenged linear thinking and encouraged leaders to question established assumptions, embrace creativity and reimagine what is possible. He has designed and led leadership, capability and transformation programmes at scale, bringing commercial rigour, provocative thinking and human ingenuity into the heart of business strategy. As an executive coach, he helps leaders and teams see themselves more clearly, expand their impact and lead transformation.

A lifelong learner and unlearner, he remains curious about what he has yet to discover and willing to question what he thinks he already knows. His formal education reflects that commitment. He holds a Doctorate of Business Administration from the University of Newcastle and Grenoble École de Management, a Master's in Marketing and Communication from ESCP Business School and a Bachelor's in Economics from the American University of Beirut. He is a Certified Advanced Executive Coach from the Møller Institute at Churchill College, University of Cambridge, where he first met his coauthor, Annie-Mariel. He is currently completing a postgraduate diploma in Artificial Intelligence for Business at Saïd Business School, University of Oxford.

Hady sees AI as a defining opportunity to redesign work around where human and machine intelligence can each create the greatest value. For him, progress should be measured not only by output, but by whether it expands human freedom and agency, creating space for judgement, creativity, relationships and meaningful contribution. Trust is the foundation of that future, requiring leaders to keep people and purpose at the centre of technological change.

I believe that AI is humanity's greatest opportunity, and Leaders have a Role to Play.

HK.

IN-PACT PERSPECTIVE

This conviction led him to co-found the IN-PACT Leadership Institute with Annie-Mariel Arroyo, with a mission to advance human-centred leadership and an ambition to build a growing community of leaders, coaches and instructors who can help shape the future of work.