

Welcome to the June edition of the SHRM MENA HRBrief. This edition brings together themes that sit at the heart of where HR in MENA is headed - from how managers foster a sense of belonging, to how HR leaders must evolve to meet a rapidly changing world of work. Whether you are rethinking how you hire, include, lead, this month's edition offers both the perspective and practical tools to help you move forward with intention.

SPOTLIGHT

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The Unicorn Dilemma: Hire for Talent, Not Perfection

Chasing the perfect hire might be the very thing breaking your hiring process. In this live episode from SHRM Talent 2026, Trisha Zulic (SHRM-SCP is a leadership strategist, HR advisor, and author of UnMuted Leader: Lead So They Listen) unpacks the unicorn dilemma - and shares a practical framework to help HR and hiring managers finally get on the same page.

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GLOBAL OUTLOOK



Driving Employee Belonging Through Manager Connection

Belonging does not happen by accident - it is built one manager, one conversation, at a time. The Gallup and SHRM research supports this: managers drive 70% of team engagement variance, yet most organisations still treat connection as a culture initiative. In this article we explore how HR leaders can make connection a measurable, strategic priority.

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Why Leadership Perception Gaps Matter More Than Leaders Think

Most leaders overestimate how well their teams perceive their effectiveness - and that gap carries a real cost. Research shows leadership perception misalignment directly affects trust, engagement, and retention. This piece examines what drives the disconnect and how organisations can help leaders course-correct before it compounds.

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MENA OUTLOOK



Built to Include: How Structured I&D Unlocks Organizational Performance

I&D is not a policy exercise - it is a design challenge. When inclusion is built into the structure of an organisation rather than being bolted on as a program, it becomes a driver of performance, retention, and resilience. Discover how a structured I&D framework translates intent into measurable outcomes across the employee lifecycle.

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From Practitioner to Pathfinder: Evolving Role of HR in MENA

HR's role across the Middle East is not just evolving - it is being redefined from the ground up. Read how the region's HR professionals are stepping into five defining roles that go far beyond process, policy, and people administration.

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HR HACK STACK

5 Tips for Making Recognition More Visible and Meaningful

1. Start with a Shoutout: Dedicate the first few minutes of team meetings to recognizing a colleague who made a positive impact that week.

2. Make it Personal: A thoughtful message, handwritten note, often carries more meaning than a mass email announcement.

3. Recognize the Unsung Heroes: Track employees who step up; support others, or go beyond their role, and use these insights in development & career discussions.

4. Celebrate Small Wins Publicly: Recognize small milestones, team efforts, client successes, and behind-the-scenes contributions in larger forums.

5. Recognize in Real-Time: A timely note, voice message, or recognition badge in the moment can be more meaningful than waiting for a formal occasion.



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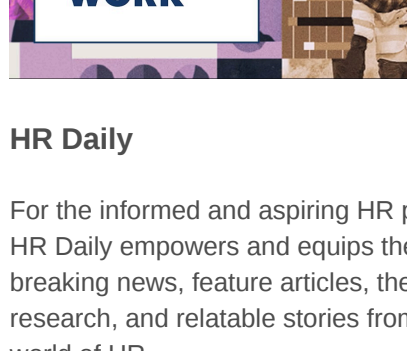
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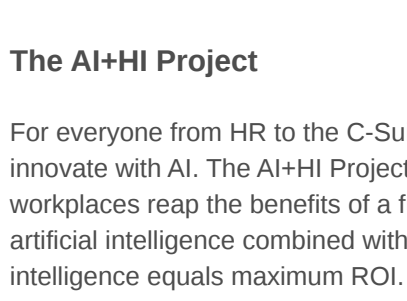
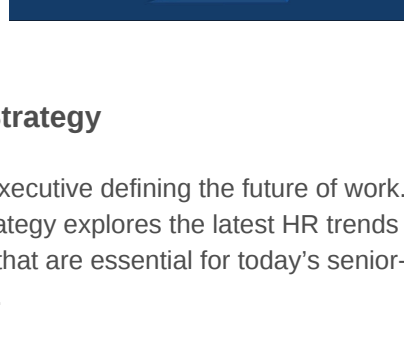
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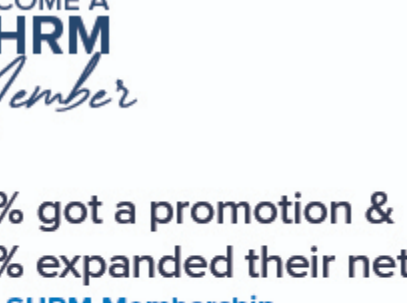
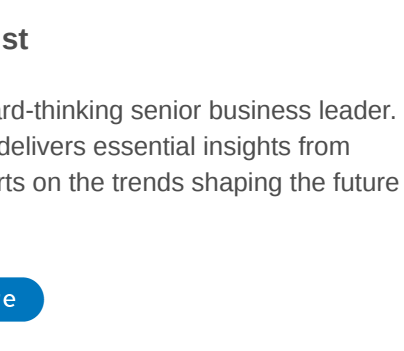
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