

Emmanuel David

With almost 4 decades in the corporate sector, Emmanuel David is a Senior Management professional with experience in core and emerging sectors like Executive Education, Hospitality, Financial Services, Automobiles, Oil and Gas, EPC, Infrastructure, and Waste Management.

He has worked with diverse ownership structures like MNCs, Board Managed Companies, JVs, and Family-owned businesses. He is versatile and agile with good understanding of the interplay between structure, culture and decision making.

Emmanuel's speciality is in working with multicultural teams. He has worked at various life cycles of an organisation - Greenfield, brownfield, growth and turnaround stages and therefore understands business and people issues in these contexts.

While at Voltas, he was involved in the Middle East operations in the UAE, Qatar, and Saudi Arabia and has interacted with the Indian Diplomats and Government officials in these countries on matters of strategic importance to the company.

At Tata Management Training Centre (TMTTC), as the Director, he was responsible for P&L for 6 years. He ensured revenue growth coupled with judicious cost management and a record of no remarks on financial and legal audits.

Emmanuel did his MBA from XLRI, Jamshedpur in 1983; Advanced Management Program of AIMA on Strategic Profitability Management and Sustainability Leadership Programme - Tata, Cambridge Program and Corporate Governance from Tata. He is also Certified TBEM Assessor and has the following certifications on Coaching :

- Certified Hogan Assessment Coach
- Hogan Advanced Certification Workshop
- Certified Belbin Team Role Facilitator (UK)
- Certified coach of Erickson International
- Certified Leadership Circle Profile Practitioner.

Awards and Recognition

- British Gas Chairman's Safety Award" for Social Impact for his leadership in 2007 during the floods in Surat.
- Best Managed Companies in 2004 in AT Kearney – Business Today study for Gujarat Gas.
- Business World People L&D Excellence Summit & Awards 2020
- Bronze Award -Best Corporate University - Business impact by the GlobalCCU, May 2019

- Silver Award, in the Best Corporate University – Culture & Technology category by the GlobalCCU May 2021 <https://www.globalccu.com/>

Teaching

He conceptualised and curated a body of work around Unconventional and Immersive Learning, delivered more than 30 such learning intervention and this receives commendation from participants for its uniqueness.

He has also created and conceptualised a Program on Mindfulness where participants experientially understand Mindfulness from different lenses. More importantly Mindfulness is the “impact one has on others”.

He co-created the Ethics Master Class program for TMTC which continues to be delivered regularly.

Based on the Hogan Assessment tool, he developed and taught a course called ‘Understanding Self and Influencing Others’ for TMTC programs and TGELS delivered in partnership with Ross Business School, Michigan.

Projects & Collaboration

As Director of the Tata Management Training Centre, he has reimagined the positioning of the Centre to become self-sustaining and a partner of choice for executive leadership development amongst group companies. This was made possible by forging institutional partnerships with international business schools and experts across the globe.

He provided leadership in meticulously planning and executing the recovery and rehabilitation of the Surat Facility of British Gas after the floods in 2006. IIMA has published a case study on the role of HR in times of crisis based on this work.

He has handled 8 strikes and brought about a proactive approach to employee relations by creating accountability for the Unions.

He has also participated and amicably concluded more than 15 settlements (both tripartite and bi-partite) ranging from wage/bonus negotiation to individual disputes; relating with single Trade Union set-up to multiple union, two location situations.

Emmanuel has been able to recognize weak signals and connect seemingly unrelated dots which has in turn enabled him to anticipate changes and respond to them. The

most recent example of this took place over the pandemic. Between 2020 and 2021 he was able to change the course of TMTC by going digital to meet the needs of the company for leadership development. This period showed a record number of learners taking up courses in leadership development, resulting in TMTC winning a national award and a global award for culture transformation.

He has also been able to be the catalyst for the resolution of a 28-year-old legacy conflict between a national Federation and 8 Unions, by creating a strategy and deploying it with the support of various stakeholders like the board of directors, legal functionaries, workmen, union leadership and management, he established the right of the management to manage business.

Talks and Lectures

He is a regular speaker at various national and international forums. He spoke on 'Authentic Leadership' at GE Crotonville's Manager Development Course in the USA. He has addressed the IAS Cadre on Leadership.

Outreach

As the director of TMTC, Emmanuel worked closely with civil servants, politicians and defence personnel, including training bureaucrats on leadership development skills. He has also been a personal coach and guide to some of them on their journey.

He has influenced several CXOs to choose the right capability building initiatives to meet their strategic objectives.

He has influenced the Central Labour Commiserate, XLRI, & IIM, Ahmedabad to create partnerships with each other. The first Executive Development Program for Labour Commissioners was held in February and Nov 2008.

He conceptualised and executed the 1st Seminar on “Insurance” in 2003 as Chairman HR Committee of CII, Karnataka, which at that time was a primer for HR and Finance Professionals. This also resulted in a substantial Income to CII.

He was involved in securing permissions to set up Volvo’s India Operations, which involved influencing amendments to government policies (contract labour policies, maternity benefit act)

Emmanuel makes time for community activities as well. He serves on the Board of St. Peter's High School, Panchgani and Under the Mango Tree, an NGO (UTMT). UTMT

is a social enterprise that promotes beekeeping to increase agricultural productivity, enhance incomes and improve livelihoods of marginal farmers in India. Emmanuel is also an avid blogger, writer, photographer, and an experimental chef.