



# MAKARAND Khataavkar

MA (TISS), ICC (INSEAD)

EXECUTIVE COACH | LEADERSHIP ADVISOR |  
STRATEGIC HR LEADER

## CONTACT

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## FUNCTIONAL EXPERTISE

- Leadership and talent development
- Business alignment and workforce strategy
- Organizational change and transformation
- Executive influence and ethical leadership
- HR Effectiveness through AI & Technology
- Data and digital fluency

## HR CONSULTING & ADVISORY

- Talent and leadership assessment
- 360-degree feedback and development planning
- Organisational diagnosis and design
- Driving performance excellence
- Managing mergers and integration
- Facilitating deep change through "Immunity to Change" framework

## COACHING EXPERTISE

- Enhancing leadership effectiveness
- Building interpersonal and relational skills
- Managing emotions and overcoming self-limiting beliefs
- Navigating career and role transitions
- Coaching leadership teams for collective impact
- Supporting leadership in family business contexts

## CERTIFICATIONS & AWARDS

- INSEAD Coaching Certificate, Fontainebleau
- Appreciative Inquiry Certificate, Case Western Reserve University
- HOGAN Graduate, Hogan Associate
- Immunity to Change, Minds At Work, Harvard Business School

## VOLUNTEERING

- Expert Committee, University Grants Commission, Government of India
- Member Rotary International, Pune

## EDUCATION

- Bachelor of Science
- Masters in Human Resources Tata Institute of Social Sciences

Over the years, I've moved from leading people strategy in complex global organisations to advising businesses and coaching senior leaders. Today, I work across both domains—consulting on people strategy and leadership, and coaching executives one-on-one. My work sits at the intersection of business performance, leadership development, and organisational effectiveness. I bring a strong mix of HR leadership, business acumen, and coaching experience to my role as an Executive Coach and Leadership Advisor.

In my corporate career, I held senior HR roles in global banks and Indian companies. I worked closely with CXOs in diverse, multicultural environments—shaping people strategy, building leadership pipelines, and driving large-scale change. Known for influencing senior leaders and aligning people practices to business goals, I delivered results in fast-paced, high-pressure settings.

As a coach, I support senior executives and high-potential leaders to grow with clarity, confidence, and focus. I create space for honest reflection and practical action, drawing on real-world leadership insights. I'm a TISS alumnus and completed the INSEAD Coaching Certificate programme. I stay curious—especially about leadership, the future of work, and how emerging technologies like AI are reshaping organisations.

I'm tech-savvy and an AI enthusiast, always exploring how digital tools can enhance leadership, learning, and decision-making. Above all, I serve as a trusted thinking partner—helping leaders grow with purpose, lead authentically, and make a lasting impact.

## PROFESSIONAL EXPERIENCE

- Kotak Mahindra Bank Group Head HR (2014-2019)
- Deutsche Bank Managing Director & CHRO (2004-2014)
- Morgan Stanley Executive Director (1999-2004)
- Merrill Lynch Senior Vice President (1996-1999)

## CONSULTING & COACHING WORK

- Mentor-Coach to CEO and CHRO of a large Indian engineering major—guided leadership effectiveness and strategic alignment.
- Lead Talent Assessor for 80 senior leaders, delivering sharp individual insights and development feedback.
- Designed 360° feedback systems grounded in competency models for two major engineering firms.
- Executive Coach to CEOs and CXOs across MSMEs, BFSI, and manufacturing—enabling personal growth and leadership impact.
- Lead Talent Assessor for a top global consulting firm, selecting General Managers and Executive Directors across public sector banks and financial institutions.
- Executed high-impact HR consulting mandates—ranging from performance management designing talent frameworks to organisational diagnostics, pre-merger integration, and leadership effectiveness.