

SRIDHAR KUBASAD

Enterprise Governance Leader | COO Office | Workforce & Governance Strategy | Global Capability Transformation

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SUMMARY

Senior Enterprise Leader with 18+ years of global experience in Institutional Banking and COO Office governance across 19 countries. I am specialize in enterprise performance management, workforce strategy, digital platform transformation, and capability architecture. Trusted advisor to divisional COOs, driving KPI governance, operating model optimization, learning transformation, and engagement uplift (81% to 92%). Recognized for aligning financial discipline, talent strategy, and operational resilience at scale.

EXPERIENCE

Senior Business Manager/VP - Institutional COO Office/GCC

ANZ Support Services India Private Limited

01/2018 - 12/2025

Strategic partner to Divisional COOs, leading enterprise governance, workforce strategy, and operating model transformation across 19 countries.

Enterprise Governance & COO Advisory

- Drove Business Pulse & KPI governance across GCC, consolidating Financials, Workforce, Risk, and Process Quality metrics for monthly COO reviews.
- Delivered variance analysis against KRAs, aligning FTE strategy, hiring, attrition, and investment planning across 19 countries.

Workforce & Capability Transformation

- Designed and institutionalized global onboarding across 18 countries; trained 400+ employees including senior leaders.
- Directed Apprenticeship Program (25+ apprentices; 20% FTE conversion), strengthening talent pipeline governance.
- Led competency mapping initiative in partnership with Consultancy across 52 teams, developing a standardized framework that aligned hiring, learning, and performance management with business objectives. The initiative enhanced role clarity and career transparency, enabling employees to identify skill gaps, take ownership of their development, and proactively plan their career paths.

Digital & Platform Transformation

- Led implementation of global hiring portal across 19 regions, reducing recruitment cycle time by 10 days.
- Spearheaded rollout of Percipio, OWL, People Insights, and Viva Engage, aligning digital learning with workforce strategy.
- Directed PegaSMART integration across 9 Asian countries, streamlining onboarding and service workflows.

Engagement & Culture Leadership

- Orchestrated Leadership Strategy Day and Annual Event (1,000+ employees), managing ₹2M budget and vendor governance.
- Elevated engagement scores from 81% to 92% through structured leadership communication and connect forums.

Operational & Infrastructure Optimization

- Optimized seating utilization to 60% under hybrid model while ensuring operational continuity.

CORE CAPABILITIES

- Enterprise Governance & KPI Architecture
- COO Office Advisory & Business Management
- Workforce Strategy & FTE Planning
- Global Program Leadership (19 Countries)
- Vendor Governance & Budget Oversight
- Engagement & Culture Strategy
- Executive Communication & Stakeholder Alignment
- Change & Capability Transformation
- Financial Performance & Variance Analysis
- Digital Platform & Operating Model Transformation

ACADEMIC & ADVISORY ENGAGEMENTS

Board of Studies Member

CMS Business School, Jain University

2024 - Present

Resource Person

- Manipal Business Academy,
- St. Claret College,
- KLES CBA,
- CMS Business School

2024 - Present

Professor of Practice

- ST. Claret College

2025 - Present

EDUCATION

Executive Education – Accelerated General Management Program

Indian Institute of Management, Ahmedabad

2022

Bachelors in Business Administration

KLES College of Business Administration, Karnataka University

01/2004 - 12/2007

Pre-University Education

Basavaprabhu Kore College, Karnataka University

01/2002 - 12/2004

AWARDS

- Outstanding Excellence Award - 2013 (CEO, Singapore)
- ANZ Year End Award - Best Performer - 2013
- ANZ Year End Award - Best Team of the Year - Diversity & Inclusion and Business Execution & Data Intelligence – 2023
- ANZ Year End Award - Money Minded Team - 2021, 2024

Manager - Client Transaction Insights & Learning

ANZ Support Services India Private Limited

01/2017 - 12/2017

Partnered with Head of Change and Innovation and cross-functional teams to deliver advanced client data analytics and actionable insights.

- Analyzed client transaction data across Cash, Trade, Loans and Markets as insights for ~70 Group relationship managers for engaging clients (~600 Multinational Customers)
- Supported relationship managers with actionable analytics, strengthening cross-sell opportunities.
- Led Institutional Learning Lab and Wholesome Banker Program, enhancing service capabilities.

Learning & Development Lead – Payments & Cash Operations

ANZ Support Services India Private Limited

11/2013 - 12/2016

Led learning transformation for Payments and Cash Operations across multi-country GCCs, embedding standardized frameworks and accelerating workforce readiness.

- Delivered 8,000+ hours of structured training; reduced new hire learning curve from 90 to 45 days.
- Designed Skills Matrix & Process Skill Matrix for 70+ teams, enabling cross-skilling and resilience.
- Facilitated multi-country transitions (Singapore, Hong Kong, Philippines, China, Pacific).

Senior Analyst – Payments & Cash Operations

ANZ Support Services India Private Limited

04/2009 - 10/2013

Managed institutional client enquiries across Nostro/Vostro accounts for New Zealand and Singapore, ensuring timely resolution across multiple products and channels.

- Successfully established Payments Investigation & Processing for New Zealand, China, and Singapore using Mainframe and SWIFT, enhancing operational stability.
- Developed expertise in Category 1 and 2 SWIFT messages, ensuring compliance in global transaction processing.
- Implemented KAIZEN methodology, strengthening operational efficiency and regulatory compliance.

Senior Analyst – Defined Benefits

Fidelity Investments

04/2007 - 03/2009

Provides financial services and retirement planning solutions

- Worked for client PFIZER providing retirement solutions with SLA of 2 days
- Transitioned 2 new retirement plans (PRAP, WLRP) for Pfizer over teleconference
- Acted as Kaizen Champion & BCP champion for the Defined Benefits Department

LANGUAGES

English

Proficient 

Hindi

Proficient 

Kannada

Proficient 