



Dr. Emmanuel Ogbeide Imafidon

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Experienced corporate executive (former Director, Business Services; former Director, Human Resources & Medical in a blue chip multinational company).

*Experienced in developing, deploying and maturing multifunctional/cross functional shared service organizations with optimal architecture for service level agreements and scorecards. Thoroughly experienced HR professional with proven success in developing & transitioning strategy into operational and tactical execution plans, guiding teams towards high performance and leading change for organizational effectiveness. Proficient in review & implementation of organizational systems, structures, policies, procedures and managing employee issues in a multi-cultural setting, across geographies. Proactive initiator/implementor of enhancements of work systems & procedures driven by simplification, effectiveness, efficiency and digital technologies. Excellent oral and written communication, consulting and problem solving capabilities. **Over thirty years of career path experience transcending teaching and managerial roles in private sector employment with demonstrable achievements and capabilities garnered from working in high performing organizations.** Keen interest in imparting knowledge and developing organization culture that enables strategy, human performance enhancement (particularly at the leadership level) and ensuring a clear value-adding connection between service functions and the core business segments of the enterprise. Enduring passion for facilitating organizational capability enhancement.*

Strongest Areas of Expertise

- Imparting knowledge through facilitation of discussions at learning and development forums.
- Strategic thinking; alignment of service functions/HR strategies with organizational goals; business engagement and collaboration.
- HR Thought Leadership - Successfully guided executive teams through their people agendas
- Leading change, organizational transformation; critical thinking for embedding an effective transformation governance.
- End to end process optimization for enhanced service delivery; management of service functions as a business within the business.
- Design and effective stewarding of Service Level Agreements for service delivery, budgeting, cost management and organizational capability development.
- Mobilizing commitment at individual and organizational levels; fostering rational and emotional employee engagement.
- Strategic cross-cultural management of diversity.
- Strategic management of compensation and benefits design and administration.
- Strategic labor relations and labor contract negotiations management.
- Strategic talent management, governance and human performance enhancement. Competency (technical and leadership) development, assessment and deployment.
- Cross-functional management of large organization groups

PROFESSIONAL WORK EXPERIENCE

Lagos Business School

- Senior Fellow, HR & Organizational Behavior Department: June 1, 2020 – to Date
- Executive-in-Residence: April 1, 2019 – May 31, 2020

**Chevron Nigeria Limited – Oil & Gas Exploration & Production, Over \$4bn Annual Revenues
May 1992 – August 2018**

- Director - Business Services, Feb 2009 – August 3, 2018
- Director - Human Resources & Medical, Aug 2008 - Jan 2009
- General Manager - Human Resources & Medical, Jan 2008 - Jul 2008
- General Manager - Human Resources, Security and Services, Sep 2003 - Dec 2007
- Manager - Human Resources Admin, Jan 1998 - Dec 2001
- Advisor - Organization Planning & Policy, Apr 1996 - Dec 1997
- Senior Analyst - Organization Development & Compensation, Oct 1993 - Feb 1995
- Supervisor - Benefits Administration, May 1992 - Sep 1993

**Nigerian Tobacco Company (Member of British American Tobacco Group) - Manufacturing
April 1988 - April 1992**

- Staff Salaries & Benefits Manager, Jan 1992 - Apr 1992
- Industrial Relations Adviser, Jan 1991 - Dec 1991
- Assistant Employee Relations Manager, Aug 1990 - Dec 1990
- Personnel Manager-in-Training / Training Centre Manager, Apr 1988 - Aug 1990

Previous Employment History

- Lecturer, Department of Government, Federal School of Arts & Science, Victoria Island, Lagos, Aug 1982 - Mar 1988
- Task Force Officer, Nigerian National Shipping Line Apapa-Lagos (2nd National Youth Service Corp Posting), Nov 1981 - Jun 1982
- Administrative Secretary, Old House of Reps Committee on Water Resources, National Assembly (1st National Youth Service Corp Posting), Sep 1981 - Nov 1981

KEY RESPONSIBILITIES IN LAST ROLE IN CHEVRON NIGERIA (DIRECTOR, BUSINESS SERVICES)

- Ensured the strategic management of the under-listed functions, with a combined annual budget of \$840million, 615 regular employees and 1,685 contract employees (expats & nationals).
- **Supply Chain Management:** Managed integrated supply chain activities (land logistics, strategic/operational procurement, warehousing, aviation, marine and facilities management) that improve safety, promote reliability, reduce total cost of ownership, maximize national content and give Chevron a competitive advantage.
- **Health, Environment & Safety (HES):** Built, deployed and sustained HES and other processes that institutionalize Chevron's operational excellence knowledge and drive sharing / improvement of standards over the long term.
- **Information Technology:** Delivered an efficient, reliable and cost effective IT strategy, focused on optimizing the business unit's base business objectives while enabling growth strategies (i.e. Major Capital Projects).
- **Security:** Formulated and implemented efficient, cost effective Security strategies, policies and programs to ensure a secure and sustainable operating environment for Chevron.
- **Partner Relations:** Maintained positive joint venture partner relationships to ensure effective management of SBU's crude oil sales, maximum commercial quota allocation from government as well as optimal management of SBU's crude oil lifting program.
- **National Content Development:** Ensured the development of effective strategies, policies, procedures, initiatives and organizational capability to deepen Chevron's increased use of Nigerian content in the light of the NOGIC Act.

KEY RESPONSIBILITIES HANDLED ACROSS HR CAREER LEADING UP TO/INCLUDING SERVING AS DIRECTOR, HR & MEDICAL

HR Strategy / Policy Formulation & Implementation

- Formulation and implementation of HR strategy & policies; ensured HR policies, procedures and organizational culture were institutionalized across multiple locations in a period of rapid organizational growth. Improvement and standardization of HR processes, leveraging technology.

Talent & Performance Management

- Enhancement of the organization's capability to attract, develop, utilize and retain critical human resources towards meeting current and future business goals (was a big challenge at the entry into the Deep Water business). Deployed accountability models to ensure optimal managerial commitment to talent management.

Employee Engagement, Employee Retention & Organizational Development

- Conception and deployment of programs to measure and foster rational and emotional commitment of our employees; developed and deployed effective employee relations programs. Stewarded human performance consulting and interventions with organizational groups.

Compensation & Benefits

- Development of compensation and benefits strategies to enable high performance and local market competitiveness.

Competency Assessment & Development

- Driving the development of competency profiles, competency assessment tools and effective development interventions; stewarded calibration of employee potentials and developed/deployed appropriate interventions for development of *Hipots* and future leaders.

Labor Relations

- Effective management of industrial relations in a highly unionized environment; negotiating cost-effective labour contracts annually.

Recruitment & On-boarding of Different Categories of Workforce (Expatriates & Nationals)

- Ensuring a credible strategic staffing framework for the enterprise. Development & deployment of effective strategies for competitive recruitment, on-boarding and cultural assimilation of new hires (expatriates, nationals and short service employees).

Planning, Budgeting & Administration

- Driving annual work program planning, score card development and budgeting. Accountable for HR budgets in the range of \$100million per year for seven years. Process automation and optimization for enhanced service quality, efficiency and effectiveness.

Medical

- Ran in-house (3 full-blown hospitals; 3 clinics) & externally sourced medical delivery systems for employees and dependents (8,000).

Learning & Development

- Facilitated several learning and development programs in house.

KEY CAREER ACHIEVEMENTS

- Pioneered the development of HR strategies in alignment with SBU's business strategies in Chevron Nigeria.
- Designed and deployed a business partner / shared services organization in the HR function of Chevron Nigeria limited.
- Framed and deployed an HR communications strategy that positively altered supervisor-employee engagement as well as management-labour relations.
- Have managed HR requirements (including multiple payrolls) successfully across different business segments with varying business drivers across multiple country locations within the same strategic business unit in Chevron (total country count was 16 at a time).
- Successfully personally led 16 major labor contract negotiations with a financial impact of well over \$1bn.
- Deployed an integrated talent management framework in the SBU with the workforce comprising 85% nationals and 15% expatriates working in multiple countries across geographies.
- Prepared and deployed Chevron Nigeria Limited's HR policy manual that enhanced HR administration and employee relations.
- Successfully integrated the workforces of the merged companies of Chevron and Texaco in Nigeria in 2001 – 2002.
- Pursued cost management and value creation strategies in Business Services Director role that enabled savings of \$25 - \$30 million annually through total cost of ownership decisions, contract renegotiations, cost avoidance, lean six sigma etc.
- Was Executive Project Sponsor for large scale organizational and process reviews in Chevron's Nigeria/Mid Africa SBU between 2013 and 2017 (assisted by The Boston Consulting Group as external consultants) leading to cumulative annual run-rate savings of over \$250 million.
- Was a member of the Boards of fourteen (14) Chevron Companies in Nigeria (and various committees of the Boards) for periods ranging from six to twelve years up until I retired in August 2018.

ACADEMIC CREDENTIALS

- PhD (International Business Management) from International School of Management, Paris.
- MBA, IESE Business School, University of Navarra, Barcelona, Spain (under the auspices of Lagos Business School, Nigeria), 2002.
- M.Sc. (Industrial Relations and Personnel Management), University of Lagos, Nigeria, 1986.
- B.Ed. (Political Science), University of Benin, Nigeria, 1981 (Second Class Honors, Upper Division).
- West African School Certificate / GCE Ordinary Level, 1974.

HIGH-END TRAINING

- Harvard Business School's Advanced Management Program, Apr - May 2006.

- Chevron Advanced Management Program, USA & Kazakhstan, 2004.

MEMBERSHIPS / AFFILIATIONS

- Fellow, Chartered Institute of Personal Management of Nigeria.
- Certified Member, Society of Human Resource Management, USA (GPHR, SPHR).
- Certified Member of International Association for Contract & Commercial Management (IACCM)

PERSONAL DETAILS

<ul style="list-style-type: none">• State of Origin = Edo	<ul style="list-style-type: none">• Marital Status: Married with children.
<ul style="list-style-type: none">• Nationality: Nigerian	<ul style="list-style-type: none">• Languages Spoken: English and my native dialect