

Bespoke Search Group

COO/VP of People

Summary of Qualifications

Accomplished executive-level People leader with extensive experience in business operations and talent strategy and a record of success in building and executing organizational effectiveness, performance management, talent acquisition, compensation, DEI, change management, and leadership development programs that drive measurable business outcomes. Former consultant with experience advising CEOs, CHROs, and other C-level executives. Data-driven general manager with demonstrated ability to build and lead high-performing teams. Deep expertise in talent acquisition, talent management, employee engagement, learning & development, compensation, and workplace operations. Demonstrated ability to design and execute complex programs, measure business impact of HR initiatives, and build trust-based relationships across disciplinary, functional, and cultural lines.

Areas of Expertise

- Talent Acquisition
- Sourcing & Employer Brand
- Learning & Development
- Talent Management
- People Analytics
- Performance Management
- HRIS Applications & Processes
- Company Culture
- Diversity, Equity, & Inclusion
- Internal Communications
- Leadership Development
- Total Rewards
- Employee Experience
- Workplace Operations
- Change Management
- Employee Relations
- Coaching & Mentoring
- Project Management

Professional Experience

Talent Management Consulting, Larchmont, NY

Independent Consultant, November 2022 - Present

Build and launch talent management programs to materially increase employee effectiveness for small to medium-sized businesses (SMBs), primarily in the healthcare sector.

- ◆ Advise CEOs and other C-suite leaders on performance management, learning & development initiatives, and employee engagement.
- ◆ Implement efficiency improvements in performance management leading to cost savings equivalent to ~3-4 hours per FTE during each performance review cycle.
- ◆ Provide guidance to People leaders on team structure and roles & responsibilities.
- ◆ Facilitate workshops with Talent Acquisition to improve recruiting and interviewing processes with 100% favorable ratings.
- ◆ Design and deliver leadership development training with 100% strongly-agree ratings on effectiveness and value for time spent.

Confidential, Series G New York, NY

VP, Talent, September 2021 - January 2023

Led the Talent function for the US business consisting of 70+ team members, including Talent Acquisition, Talent Marketing, Learning & Organizational Development, Diversity, Equity, & Inclusion (DEI), HR Shared Services, Workplace Operations, and Compensation. As part of the Senior Leadership Team (SLT), advised executive leaders on recruiting, talent management, succession planning, compensation, DEI, and other topics.

- ◆ Co-led the full scope of the People function and built efficiency into corporate HR for the US business during a period of leadership transition.

- ◆ Created two new functions: Talent Marketing (improved quality and diversity of candidate pipelines through employer brand, talent sourcing, and targeted programs) and HR Enablement (created training and knowledge management solutions to enable HR staff to more effectively meet employee needs).
- ◆ Transitioned the company effectively to a new equity compensation program, setting strategy, answering individual employee questions, building tools to provide transparency on value of equity, and standing up and leading a newly restructured Compensation team that created a consistent methodology for calculating and managing equity grants.
- ◆ Drove a high-performing TA function in a challenging talent market to achieve hiring goals of 100-200 new hires per month, and led an effort to revamp offer letters to improve candidate experience and increase close rates.
- ◆ Designed, socialized, and launched the US post-pandemic return-to-office (RTO) strategy and approach, identifying and training ~15 “RTO captains” across the business to lead day-to-day implementation of the strategy within individual departments.
- ◆ Managed the Diversity, Equity, & Inclusion team during a period of transition, leading the launch of the first DEI annual report, overseeing implementation of a new social impact platform, and leading ongoing conversations with business leaders on challenges and opportunities to improve DEI.
- ◆ Led the development and rollout of brief, targeted, and frequent pulse surveys to complement the annual engagement survey and enable more timely and responsive action based on employee feedback.
- ◆ Built partnerships internally and with external vendors to broaden and deepen the scope of learning offerings available to employees.
- ◆ Developed and implemented the US approach to Objectives and Key Results (OKRs), and partnered with leaders across the business to ensure an effective cascade and regular tracking of progress and outcomes.

Confidential, Series E, New York, NY

VP, People, July 2020 - August 2021

Led and executed all aspects of the People function. Served as a member of and sole HR Business Partner (HRBP) to the executive leadership team, reporting directly to the CEO. Grew the function from a 2-person team focused on admin and processing to a 4-person team that contributes to the company’s strategic direction.

- ◆ Built, launched, and maintained the company’s first-ever performance management system, creating a capability to make promotion and compensation decisions in a data-driven way.
- ◆ Redesigned the approach to Objectives & Key Results (OKRs) to make it more relevant to company strategy and ensure that it is firmly grounded in interdependencies across all areas of the business.
- ◆ Transformed recruiting from ad hoc to disciplined by creating a consistent process, introducing rigorous and objective candidate assessment, deploying interviewer training, and hiring the company’s first dedicated recruiter.
- ◆ Grew headcount by over 25% in less than 1 year (from 80 to 100+ employees).
- ◆ Launched first-ever employee engagement survey, and created the company’s core values.
- ◆ Developed and executed the protocol for in-office and remote work during the height of the COVID-19 pandemic, and led the design and implementation of return-to-office following general vaccine availability.
- ◆ Oversaw HR compliance and employee benefits, and partner with Finance on headcount planning and payroll.
- ◆ Led the company’s Diversity, Equity, & Inclusion (DEI) initiatives.
- ◆ Served as coach, guide, and mentor to senior leaders and employees across the company.
- ◆ Led investigations and managed sensitive employee relations challenges on a wide range of topics.

New Parent / COVID-19 Sabbatical, Boston, MA

Full-Time Parent, February 2020 - June 2020

I left X intending to take a bit of time to focus on my then 5-month-old daughter and look for career opportunities in New York, where we decided to raise her. Just as I was starting the search for my next role, the COVID-19 pandemic began, extending my time off beyond the original plan.

Confidential, Publicly Traded Boston, MA

Director of Learning & Development and Global Head of Talent Integration & Culture, September 2018 - January 2020

Led a global team to deliver on goal of sustaining company culture while growing 30-40% each year. Co-led global Learning & Development function of over 30 learning professionals, transforming L&D from an employee perk to a strategic business lever and building out a comprehensive learning analytics and impact assessment approach.

- ◆ Led a grassroots effort to build out first-ever program focused on company culture, embed the company's core values, engage senior executives, and drive surrounding learning and change management efforts.
- ◆ Built a quantitative and qualitative baseline of culture based on company-wide surveys, employee focus groups, and interviews with senior leaders, and launched a novel data-driven approach to measure and track business impact of culture programs.
- ◆ Enabled X's rapid growth through the design and execution of best-in-class employee onboarding programs, leading to a 37% increase in engagement, 48% improvement in technical skills, and measurable reduction in new hire ramp-up times.
- ◆ Redesigned and streamlined Learning Operations through process efficiency, self-service, user training, and automation, resulting in a reduction of 2.5 FTEs, who were upskilled and redeployed to build high-value content.
- ◆ Served as executive sponsor of X's partnership with reachHIRE, an organization dedicated to creating opportunities for women to return to their careers after taking time out of the workforce.

McKinsey & Company, McKinsey Academy, New York, NY

Expert, Leadership Development & Capability Building, August 2017 - September 2018

Enabled business impact of \$300M+ by driving measurable improvement in culture and capabilities for clients across an array of industries (e.g., technology, media, banking, insurance, healthcare). Led teams of consultants in the development and execution of organizational change, learning, and leadership development programs.

- ◆ Designed and implemented innovative in-person, e-learning, and blended learning programs and created custom learning journeys for all levels from the front line to senior executives to support operational and strategic objectives for major client organizations.
- ◆ Developed and facilitated leadership development workshops and other learning forums for up to 100 senior executives across industries.

San Francisco International Airport (SFO), San Francisco, CA

Senior Advisor to the Chief Administrative & Policy Officer, FUSE Corps Fellow, September 2016 - August 2017

Designed and launched the SFO People Strategy in support of the Airport's Five-Year Strategic Plan with focus on 5 broad goals: (1) embedding the Airport's Core Values; (2) SFO Academy, a strategic approach to learning, career pathing, and leadership development; (3) human capital planning and people analytics; (4) diversity, equity, and inclusion; and (5) operational and organizational initiatives to enable SFO's renewed focus on developing its people.

- ◆ Advised senior leaders on formulation and execution of strategies for talent acquisition, talent development, employee retention, succession planning, and change management.
- ◆ Defined key initiatives, developed work plans, identified performance metrics, drove stakeholder buy-in, and created a communications strategy for the overall program.
- ◆ Designed and facilitated workshops to embed SFO's Core Values and launched a train-the-trainer program resulting in a cohort of facilitators to scale the workshops to all 1,700+ Airport employees.

Texas A&M University, College Station, TX

Assistant Professor of Industrial & Systems Engineering and Aerospace Engineering, August 2013 - September 2016

Developed graduate degree curricula for mid-career business and engineering professionals and delivered in-person and online courses with consistently strong student evaluations. Managed and mentored 20+ graduate and undergraduate students, advised industry partners, and conducted original research on organizational culture, engineering management, and systems engineering, resulting in publication of over 30 peer-reviewed journal articles and conference papers.

- ◆ Spearheaded a major initiative to shift the culture of the engineering school toward a focus on professional education and leadership development.

- ◆ Directed development of a comprehensive research proposal on emergency preparedness and response, resulting in a \$240K grant from the National Science Foundation (NSF).
- ◆ Served as faculty fellow of the Mary Kay O'Connor Process Safety Center (MKOPSC) and the Center for Health Systems & Design (CHSD).

McKinsey & Company, New York, NY

Engagement Manager, July 2009 - August 2013

Advised clients and implemented recommendations on strategy, operational improvement, and post-merger integration across several areas of the business, including product development, manufacturing, supply chain, procurement, and performance management. Served Fortune 500 companies and other large organizations across an array of industries and sectors, including aerospace & defense, technology, packaging, pharmaceuticals, agriculture, private equity, and public utilities.

- ◆ Delivered typical results of \$300M+ in cost savings, ~30% reduction in product development schedules, and measurable improvement in organizational capabilities for over a dozen clients across industries.
- ◆ Provided thought leadership to clients and consulting teams to develop proposals, launch engagements, deliver results on schedule, ensure measurable impact, and exceed client expectations.
- ◆ Created learning programs on leadership development and client capability building for McKinsey Partners.

Previous roles include Program Specialist at NASA Headquarters, Visiting Researcher at NASA Ames Research Center, and Software Developer at Rocket Software, Inc.

Education & Professional Development

Ph.D. in Engineering Systems (Industrial/Organizational Psychology in Complex Engineered Systems), June 2009
Massachusetts Institute of Technology, Cambridge, MA

Thesis: Socio-Cognitive Analysis of Engineering Systems Design: Shared Knowledge, Process, and Product

M.A. in Science, Technology, and Public Policy, May 2005

The George Washington University, Elliott School of International Affairs, Washington, DC

Graduate Certificate in Applied Science, August 2004

University of South Australia, Adelaide, Australia

S.B. in Physics, Minor in Spanish, June 2001

Massachusetts Institute of Technology, Cambridge, MA

Activities and Affiliations

- Professional Member, Society for Human Resource Management (SHRM)
- Member, Association for Talent Development (ATD)
- SFO Representative, Business of Airports Conference (2017)
- Chair, Humans in Engineering Systems, International Engineering Systems Symposium (2016)
- Chair, Systems Engineering, Industrial and Systems Engineering Research Conference (2015-2016)

Certifications, Awards, and Recognitions

- Agile Certified ScrumMaster® (CSM), Scrum Alliance®
- National Science Foundation (NSF), Department of Defense (DoD), and private/institutional funding totaling over \$300K
- Best Paper, Engineering Management, Industrial and Systems Engineering Research Conference (2015)

Invited Speaking Engagements

- Invited panelist, Culture & Employee Engagement, Consero Talent Acquisition & Management Forum (2019-2021)
- Invited panelist, Onboarding, Hired.com Onboarding Forum (2019)

- Expert panelist, Safety Culture, Industrial and Systems Engineering Research Conference (ISERC) (2016)
- Invited speaker, Safety Culture, University of Southern California (2016)

Languages

- Spanish (working proficiency)