

Bespoke Search Group
Chief People Officer

GROWTH-ORIENTED CHIEF PEOPLE & CULTURE EXECUTIVE

Dynamic, down-to-earth C-suite executive who scales global, later-stage tech firms, spanning revenue brackets of \$100M to \$1.6B, headcounts from 150 to 6,000, and teams from 5 to 150 individuals. Achieved “Best Place to Work” awards while serving in three consecutive roles as Chief People Officer. Nationally recognized HR thought leader, *Wall Street Journal* bestselling author, and trusted board member and advisor for companies and government councils. Known for instituting collaborative, transparent HR functions that align with corporate goals, improve company cultures, and optimize operations.

- **Strategic HR Leadership & Effectiveness.** Over 20 years of experience shaping policies and programs, blending vision with practicality to enrich employee experiences and cultivate strong cultures. Excels in building high-performing teams, nurturing existing talent, and strategically integrating new talent. Adept at building rapport at all levels swiftly and impactfully. Offers clear vision for driving exceptional employee experiences aligned with organizational goals and brand mission. Collaborates with senior leadership to address talent objectives and support corporate growth strategies.
- **M&A and IPO Readiness.** Specializes in revitalizing organizations ripe for growth and transformation, often burdened with significant HR challenges. Vast experience in M&A focusing on people, culture, and operational HR, including change management, communication, and organizational redesign. Led three companies through the S1 filing process for IPO readiness and contributed significantly to 16 M&A and transformation phases (ranging from 10 to 2,200 individuals), shaping talent strategies to maximize transaction value.
- **Operational Excellence.** Thrives on identifying issues and optimizing operations through building efficient teams and processes. Overhauled compensation programs at Confidential, transitioning from options to RSUs amid a nine-month backlog. Managed six rounds of layoffs during a 25% revenue reduction. At Confidential, pivoted to fully remote work during the pandemic, adapting people, processes, and policies, including monthly performance check-ins.

PROFESSIONAL EXPERIENCE

Confidential, (Remote)

2021–2024

Online managed marketplace Revenue: ~\$700M. Employees: 1,800.

Chief People Officer

Provided senior people leadership and guidance to the executive team on talent strategy. Expanded and grew global HR team and created foundational processes in preparation for IPO. Played a pivotal role in steering the company through substantial growth, with revenues reaching \$700M annually and a team expanding from 1,200 to more than 1,800 members across 14 global locations. Reported to the CEO.

Leadership, Foundation Building, and Talent Acquisition

- Deployed a global recruitment strategy to fuel growth in key locations; strengthened and expanded the HR team from 20 to 55. Hired 900+ corporate and hourly employees in 2021.
- Upgraded ATS and boosted diversity in candidate slates by 79% via a focused recruiting program.
- Reduced time-to-hire by 42% with recruiting process disciplines.

Engagement, Development, and DEIB

- Advanced hybrid engagement and inclusion through social media tools, including Slack and ServiceNow, and various engagement initiatives.
- Drove DEIB initiatives and pioneered grassroots CSR, engagement committees, business-sponsored affinity groups, and a peer recognition program to unify company culture.
- Created competencies aligned with company values, driving desired cultural behaviors; wove through all people-related processes.
- Introduced a quarterly listening program with 76% participation and robust action planning.
- Restructured performance management program, prioritizing goal setting and accountability.
- Skillfully and compassionately handled global workforce reductions ranging from 5% to 20%.
- Transferred all company training to HR, cutting costs by 30% and improving efficiency.

Total Rewards

- Performed inaugural high-level pay parity review; introduced talent evaluation and succession planning programs. Implemented leading RSU model for rewards ahead of IPO.
- Maximized Workday functionality and developed HR metric dashboards and QBRs to empower business leaders to make more strategic people decisions.
- Streamlined and enhanced global benefits with minimal cost increase.

Confidential, San Francisco, CA

2019–

2021

Leading software Co., Revenue: <\$100M. Employees: 500.

Chief People Officer

Joined during a critical phase in its turnaround to serve as coach and partner to the executive team while actively advocating for the product and brand externally.

Go-to-Market Thought Leader and Subject Matter Expert

- Partnered closely with Sales leadership to develop buyer personas, advised sales and Sales Development Representatives (SDR) teams on strategy, and supported deal closures.

HR Operations

- Streamlined foundational people processes to facilitate growth and enhance employee experience, maximizing the X platform to gain insights into the customer experience.
- Created a playbook for customers to conduct compassionate remote layoffs based on X own RIFs ranging from 10% to 25% of the workforce.
- Enhanced US ancillary benefits (legal, pet insurance, mental health) while simultaneously reducing spend by 21% through strategic negotiation.

Employee Experience

- Boosted eNPS and Glassdoor ratings amid pandemic response, remote work implementation, and ongoing layoffs, with a people-centric approach to productivity and employee experience.

Confidential, Daly City, CA

2013–

2019

One of Silicon Valley's largest privately held software firms, Revenue: \$1.6B. Employees: 6,000.

Chief People Officer

Led global HR functions, shaping the talent agenda, establishing a strong foundation for the evolving business landscape, and contributing to doubling company revenue of \$750M to \$1.6B. Reported to CEO.

Talent Acquisition, Development, and Leadership Effectiveness

- Grew talent by 300+%, transitioning from an 1,800-employee company with an 18-member HR team to a workforce of 6,000 employees with a 150-member HR team during tenure.
- Successfully recruited, onboarded, and offboarded executive leaders (CFO, CEO, many VPs).
- Pioneered a global recruiting function, slashing agency spend by 80%, reducing time to fill, and implementing an ATS. Launched a global intern program to nurture talent pipelines.

M&A, Process, Procedure, and Corporate Governance

- Provided HR oversight for 15 acquisitions, crafting an M&A HR playbook as the standard across all departments, and spearheaded change management and organizational effectiveness efforts.
- Transitioned to a streamlined global shared services HR model and established a globally transparent ecosystem of policies and controls, including handbooks, job openings, and more.

Internal Communications and DEIB

- As a trusted strategic partner for executives, oversaw Internal Communications, Engagement, Corporate Affairs, DEIB, and CSR programs.
- Revamped internal communications with a focus on listening programs and community building, seamlessly integrating DEIB efforts across worldwide.
- Redesigned benefit contribution cost structure based on level and rate of pay to ensure fairness.

Compensation, Benefits, and HRIS

- Drove \$4.5M in annual cost savings (on a \$36M original cost basis) by implementing self-insurance and care coordination for US medical coverage.
- Enhanced HR system capabilities through growth and integration projects, including implementing Workday, Oracle Fusion Cloud HCM, Taleo, E*Trade, and Litmos people systems.
- Established a data analytics function for strategic business insights.

Confidential, San Francisco, CA

2010–2013

Connected media technology, Revenue: \$100M. Employees: 400.

Vice President of Human Resources

Confidential, San Francisco, CA

2004–2010

Online marketing and advertising digital professional services firm. Revenue: \$100M. Employees: 800.

Executive Director and Head of Human Resources

Confidential, San Francisco, CA

2002–2004

Securities brokerage and financial services firm. Revenue: \$5.5B. Employees: 13,000.

Senior Human Resources Manager

EDUCATION

Sonoma State University, Rohnert Park, CA | Bachelor of Science, English Literature | *magna cum laude*

THOUGHT LEADERSHIP

- **Confidential**, Board Member, 2022 – Present. HR training/compliance company with DEIB focus.
- **CIVIL SERVICE BOARD**, Member, 2022 – Present. Oversees HR matters in local government.
- **SAN FRANCISCO STATE UNIVERSITY** (College of Extended Learning), Professor, 2005 – 2016.
- **FORBES HUMAN RESOURCES COUNCIL**, Member, writer, contributor, 2019 – Present.
- **AUTHOR**, Contributed to Wall Street Journal best seller, released June 2021.