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Global Chief People Officer

Inspiring enterprise Human Resources Executive delivering thoughtful best-in-class HR practices that accelerate the business cross functionally while evolving the brand and culture. Trusted advisor to C-level executives with the unique ability to translate business goals into effective people strategies with operational excellence, efficiency and speed. Synthesizes global multi-industry leadership experience with agile business acumen and legal education. Builds and develops high-performing divisions and trustworthy leadership teams in alignment with company goals

Areas of Expertise… **Employer of Choice Branding |Business Strategies | Business Partnership | People Best Practices | Organizational Design and Development | Recruiting | Executive Coaching | Change Management | Executive Onboarding | Talent Development | Succession Planning | Workforce Planning| Employee Engagement | Performance Management | M&A Support | Employee Relations | Diversity and Inclusion| Litigation Management**

Professional Experience

Halborn   New York, NY ▪ 10/2022 to Present
Chief People Officer

Reporting to the CEO, envisioned and built the first people team. Served as strategic people advisor as well as tactician to prepare Halborn for market and company scaleability. Managed global population in over 26 countries.

Selected Highlights
- **Created within 6 weeks a fully realized strategic vision for People and Culture that led to a cohesive fully remote culture.**
  - Performed comprehensive data-driven analysis of the organization. Evaluated culture, employees, contractors and leadership. Scrutinized compensation structure and practices, engagement, recruitment, benefits and expansion locations. Held multiple round tables with employees. Interviewed executive leadership. Identified multiple areas of opportunity and risk
  - Presented plan to BOD, Executive Team and Employee Population prior to implementation for funding and buy-in.
  - Implemented 92% of the plan in 10 months
- **Developed comprehensive career ladders and development program**
  - Increased levels from 8 to 12 to allow for faster junior level promotions and stronger criteria for elevation to leadership. Ladders allowed for two unique paths, one for leadership and one for ICs to prevent up or out attrition.
  - Detailed standards for achievement and advancement for 10 tailored criteria in addition to values
  - Releveled and retitled the organization to align with the ladder, including correcting compensation where necessary
  - Evaluated multiple learning platforms. Implemented Udemy and designed onboarding and other training modules relating to best-in-class leadership
  - Contributing author to Halborn Academy for leadership content
- **Created and implemented a thorough compensation philosophy**
  - Formulated compensation structures for all 12 levels, including equity allocations, bonus structures, sign-on eligibility, position benchmarks and creative long term incentive plans
  - Trained leadership and initiated gentle rollout through promotion, hiring and merit processes
  - Managed all matters relating to compensation including benchmarking, promotions, market adjustments and sales compensation plans
- **Research and implement reward and recognition platforms to promote a meritocratic culture**
  - Secured funding and implemented Bonusly in under 1 month
  - Onboarded program ambassadors from employees to promote adoption
  - Created content and trained the organization for adoption
  - Achieved MoM 100% participation rate despite vendor benchmark of 70% utilization
- **Orchestrated and completed 2 significant global reductions in force to reduce burn and adapt to turbulent market**
  - Responsible for full stewardship over the entire lifecycles of both processes
  - Worked collaboratively with CEO, CFO and BOD to determine necessary financial impact

- - Designed and created all collateral: communicator toolkits, tailored scripts, leader training and termination materials
  - Constructed all messaging, internally and externally; including story arc, communications from leadership and post-event meetings
  - Launched a unique payout strategy that alleviated financial pressure while being generous to the impacted people
  - Individually negotiated away all concerns to prevent any litigious outcomes
- **Secured Halborn's first-ever workplace award. Achieved Great Place to Work Certification in under 5 weeks**
- **Updated values to reflect company alignment and commitment to a meritocratic and high-performance culture**
- **Eliminated PIPs to expedite the poor performer exit process increasing business effectiveness and morale while mitigating security risks**

BLOCKFI   New York, NY ▪ 3/2021 to 10/2022
Chief People Officer

Reporting to the CEO, redesigned and rehabilitated the People team to become a highly strategic and results oriented team that improved operations, developed powerful credibility and inspired deep company engagement. Serve as trusted advisor and thought partner to the Founders, Executive Team and other senior leaders. Responsible for providing strategic expertise on rapid scale and all global people-related initiatives. Effectively managed organization with employees in over 40 states in the US and in 16 countries worldwide.

Selected Highlights
- **Developed multiple complex global organizational designs**
  - Built globally scalable multiple organizational designs for poor performing and ineffective divisions, with a particular emphasis on full scale overhaul of Engineering and People
  - Build out BlockFi Asia's region with adjustments in reporting structures to matrixed design
  - Investigated multiple countries outside the US to consolidate and streamline international presence for a hub model and cost reduction
  - Supported the opening of BlockFi's Bermuda presence from inception to execution including extensive reporting responsibilities
- **Created and implemented a fully integrated performance driven culture**
  - Modeled career ladders across all functions that created transparent targets for growth and development. 12 tiers for scale applied organizationally while fully customized per division
  - Created a unique performance rubric with 360 feedback and rating system that identified high performers and rehabilitated or eliminated low performers
  - Established scalable promotion process that ensured high performance recognition and eliminated tenure or nepotistic based promotions
  - Created compensation benchmarks and bands for all divisions that were market competitive while remaining in the company budget including base, incentive and equity frameworks
  - Linked ladders and performance to compensation (also customized per division) framework for an integrated approach to development that inspired performance
  - Eliminated the PIP process and trained leadership for better performance discussions and faster exits of low performers
- **Redesigned and improved the Talent Acquisition Team that identified best in class candidates and ensured a spectacular candidate experience**
  - Turned over nonfunctioning recruiters and rehired high performing team that dramatically improved the average time to fill from over 90 to 55 days
  - Implemented 'The Who Method' of interviewing that improved identification of quality candidates and dropped the hire fail rate to less than 10%
  - Created multiple informative materials that presented BlockFi as a highly desirable, intellectually challenging as well as a exclusive workplace destination
- **Executive Owner of all People Related M&A processes including due diligence, founder interviews and final decisions**
- **Dramatically improved data based decisions with first-ever People metrics dashboards**
  - People analytics dashboard provides weekly measurements into headcount by division and type, open positions, turnover, diversity, cost and other indicators
  - Talent acquisition dashboard that provides superior detailed information on a daily basis including time to fill by division, level and recruiter. Also provides offer acceptance rate by level and recruiter, cost of hire and recruiter leader board for healthy competition
- **Implemented multiple new systems relating to People for accelerated engagement and performance**

- - Replaced Lattice with CultureAmp for Engagement as well as performance. Leveraged the tool for semi annual actioned on engagement survey and mid year/year end 360 reviews for promotion and compensation
    - Leveraged Monday.com for excellent project management and division wide tracking of OKRs
    - Brought on Bonusly as the rewards and recognition platform including multiple Axomo company stores
- **Planned and executed 3 global reductions in force to create efficiency and cut burn**
    - Impact across 9 countries and 31 states, totaling 471 people with no litigation impacts
    - Executed in extremely tight deadlines, one of which was 10 days from notification through execution
    - Created all collateral such as unique notification scripts, executive and manager toolkits, exiting employee resources and separation agreement addendums
- **Executive and Leadership coaching/training for greater company performance and employee retention**
    - Worked with all Executives for seamless cross functional interactions and conflict resolution
    - Developed L&D offerings from micro courses to specific training (including rolling out our own developed content on Radical Candor)
    - Trained Executives, SVPs and VPs on OKR's that aligned goals to measurable actions and tracked quarterly
    - Identified and secured funding for 1st and 2nd line manager training through Lifelabs that improved the employee communication experience was well as clarified performance
- Course corrected DEI committee to focus on positive company goals that embraced global culture Focused committee on true global inclusion as well as acceptance, authenticity and equality
- Created partnership with Kiva.com for corporate social responsibility that aligned with the mission and allowed for personal advocacy of more personal interests.

OWNBACKUP, INC   Englewood Cliffs, NJ ▪ 9/2020 to 3/2021
Chief People Officer

Conceptualized and built an ambitious global people vision to support a rapidly scaling tech unicorn in under 6 months during COVID Lockdowns. Drove extensive multi-disciplined initiatives over an extremely short timeline impacting recruiting, workforce planning, business performance, leadership acumen and destination workplace branding.
- **Modeled and built people department from 7 to 22 in under 5 months with particular emphasis on recruiting**.
- **Positively transformed OwnBackup's declining Glassdoor presence resulting in an improved score from 3.9 to 4.4 in less than 5 months**
- **Comprehensively rehabilitated the global recruiting function dropping average time to fill from 130 days to under 90 days**
    - Bridged the lagging company objective of meeting a 300 employee population by EOY20 by doubling the number of new hires in the months of October, November and December
    - Reconfigured global recruiting capacity model for effective coverage across departments and regions
    - Directly sourced, hired and onboarded 6 high performing recruiters in multiple disciplines in the US and UK in the first 4 months
    - Increased average fills per month from 11 to 34
- **Executive stakeholder in two M&A processes.**
    - Responsible for all due diligence for HR. Strategize and resolve issues relating to talent, compensation structures and organizational design with the corporate development team
- **Generated OwnBackup's first engagement survey**
    - Developed thoughtful interrogatories to help reveal core issues sourced from population round tables and executive feedback
    - Distributed results to the executive team as well provided training and insights and cascaded the results down to the organizational next level leadership to develop action plans.

BLUECORE, INC   NY, NY ▪ 10/2017– 9/2020
Senior Vice President, People
Built the global People function from 1 employee to 11 in 5 distinct functions in under 6 months. Created a symbiotic, high-performance culture. Trusted member of the C-Suite, final decision maker with CEO and CFO on business-critical issues.
- Executed an overall talent and organizational assessment that revealed the strategic and operational needs of the organization
    - Built a high-volume recruiting team, implemented behavioral interviewing, reduced time to fill from 125 days to under 70. Also reduced hire fail rate from 30% to 15%.
    - Formalized benchmarks, career ladders, developed and implemented a performance and development rubric. Improved leadership acumen as well as IC performance. Developed and executed first-ever merit, promotion and equity refresh cycles that improved engagement.

- ○ Created Bluecore University and personally developed 90% of the course content for two tracks: leadership and Individual contributor. Growth Mindset, Personal Brand, Effective Leadership, Performance Management and Eliminating Toxic Employees
  - ○ Developed appropriate metrics for reporting and presented regularly to the Board
- **Redesigned Sales Organization to a discrete account-segmented and regional model that optimized for more effective TAM/Business growth.**
  - ○ Increased revenue, improved scalability, span of control and functional expertise. Supported 40% YoY growth and more than 60% earning reps.
- **Developed vision and executed extensive company branding campaigns to distinguish Bluecore as a destination workplace.**
  - ○ Brought in 9 Culture Awards in 2019
- **Led Bluecore's business and office expansion to the UK and India**
  - ○ Co-led the pre and post-merger work for Bluecore India, including all people related due diligence.
  - ○ Sourced and secured foreign legal counsel. Completed the entire incorporation lifecycle in both countries.
  - ○ Developed regionally appropriate policies and practices. Integrated existing team into corporate culture.Led incorporation in the UK, as well as developing handbook, benchmarks and frameworks.

NICE SYSTEMS, INC.   Hoboken, NJ ▪ 2014–2017
Global Vice President, Human Resources Americas Region (2015–2017)
Regional Director, Strategic Human Resources Business Partner/Organizational Development (2014–2015)
Led team of 11 direct reports in 4 distinct functions (HR Business Partners, HR Operations, Compensation/Benefits and Recruiting)
- Promoted to rehabilitate America's HR team and deliver on the mandate to elevate capabilities and talent across the region. Corrected operational deficiencies, exited subpar performers, implemented monthly performance reviews and other leadership and growth methodologies. Positioned HR department as a strategic partner to the businesses supported. Aligned HR strategies and goals with those of the company
- Identified and led the pursuit of the 2016 Tech Culture Award (TMCnet) as the *only* recipient to achieve the coveted A++ rating
- Led strategic workforce planning program that linked revenue to resources and delivered 25%+ revenue growth within 1 year of implementation. Reengineered sales and presales to accommodate the company's rapid scaling and address existing functional gaps.

SAMSUNG ELECTRONICS AMERICA   Ridgefield Park, NJ ▪ 2009–2014
Strategic Human Resources Business Partner Team: Senior Manager / Head Office Team Lead (2013–2014)
Strategic HR Manager, Sales & Marketing Divisions (2009–2012)

Education, Credentials and Awards

Juris Doctor, PACE UNIVERSITY SCHOOL OF LAW, White Plains, NY
Bachelor of Arts; Philosophy and English, STATE UNIVERSITY OF NEW YORK AT OSWEGO, Oswego, NY

Leadership Awards:
Crain's most notable women in Talent 2021
Talentful Top 5 out of 50 Leaders in Tech 2022

Publications:
Contributing writer to Entrepreneur Magazine: multiple articles
Contributing writer to Strixus Magazine: Creativity and business
Consistent writer for LinkedIn

Speaking Engagements:
Multiple Podcasts and interviews speaker for talent and Human Resources organizations

Licenses: Licensed attorney in New Jersey (retired)

Certifications: Senior Professional in Human Resources (SHRM), Certified Facilitator for Power + Systems Workshops, Objective and Key Results Certification (Co8) Certified in career modeling and IDP Methodology (Talent), Social Styles Instructor, 5 Dysfunctions of a