

---

**Profile**

- Leader focused on delivering complex projects across functions and divisions
- Works effectively with employees across all levels of an organization; experience working with senior-level clients and large project teams
- Skilled at synthesizing qualitative and quantitative data to clarify key business issues and develop innovative transformation initiatives; leader of transformation initiatives
- Ability to define and communicate vision and goals, and to motivate teams
- Experienced speaker at conferences and training events

---

**Experience**

- |                                    |  |
|------------------------------------|--|
| October<br>2008 –<br>Present       | <b>Royal Bank of Scotland</b> , Stamford, Connecticut<br>Vice President and Senior Project Manager, Human Resources <ul style="list-style-type: none"> <li>• Responsible for identifying opportunities to improve HR operations and aligning HR with business goals. Also responsible for managing projects to achieve measurable goals. Examples include:             <ul style="list-style-type: none"> <li>○ Lead HR representative in global mergers, acquisitions, joint ventures, and divestment activities from due diligence through close; includes creation of global HR integration strategy for joint venture, and divestment of \$2b global energy commodities business in multiple segments</li> <li>○ Division lead (for Global Banking and Markets Group) on Peoplesoft system integration; developed metrics (SLAs) for HR Service Center response time and processing; created process maps with future-state requirements; implemented changes; led development of position-management hierarchies and related training of Business Partners; worked with finance to determine rules for how cost centers and departments would be integrated with global financial reporting systems</li> <li>○ Represented HR and managed all HR activities for consolidation of over 2,000 employees from several locations into new facility; multiple groups of people were eligible for different relocation and severance packages</li> </ul> </li> </ul>  |
| August 2005<br>– September<br>2008 | <b>Deloitte Consulting, LLP</b> Stamford, Connecticut<br>Manager, HR Transformation Group <ul style="list-style-type: none"> <li>• Led workstreams in transforming Human Resources for global clients, with project responsibilities spanning business case development, process redesign, organizational modeling/structural changes, and HR data transformation. Examples of work include:             <ul style="list-style-type: none"> <li>○ Managing data transformation (alignment with business strategy, standardization, harmonization, cleansing) of organizational structures, personnel data, job structures, descriptions, related compensation information, competencies and qualifications</li> <li>○ Leading and facilitating organizational change in compensation and talent management (recruiting, learning, performance and development, etc.)</li> <li>○ Managing creation of new on-boarding program, processes, and logistics</li> <li>○ Developing and presenting training sessions for employees on new processes, organizations, and systems, and for change management related to projects</li> <li>○ Contributor to development of best practices and toolkits for HR Data Management, Organizational Data transformation, Human Capital Mergers and Acquisitions, and Competency Modeling</li> </ul> </li> <li>• Served as recruiting lead for Human Capital practice at Yale School of Management; made Yale a top MBA recruiting campus for Deloitte Human Capital in less than two years</li> <li>• Spoke at ASUG/SAPPHIRE (SAP conference) and led sessions at Deloitte nationwide training events</li> </ul> |

Summer  
2004

**Yale Organizational Development and Learning Center** New Haven, Connecticut  
*MBA Intern*

- Analyzed organizational structure, current programs, and history of career development efforts to develop a plan to increase employee technical and managerial skills, ensure a supply of talent for open positions, and facilitate knowledge-sharing throughout the organization.
  - Articulated philosophy of “Yale as an Organization of Opportunity,” – an initial core belief to drive all future programs
  - Recommended specific programs including tiered mentoring, coaching, job-sharing, and new training classes; outlined considerations and approaches for measuring results of these programs
- Assisted with survey development and deployment logistics for workplace climate survey
  - Questions sought to uncover attitudes, beliefs, and knowledge of employees
  - Deployment logistics included making available both web-based and paper versions for 2,500+ employees, 18 hours/day, in multiple locations over a three-week period

1999 – 2001

**Razorfish, Inc.** New York, New York  
*Global Knowledge Management Lead*

- Consulted to Fortune 500 firms on how to maximize their human capital and customer relationships to leverage concurrent investments in technology
  - Work included process re-design, brand positioning analysis, and digital strategy development among other projects
- Led efforts to increase efficiency, quality of work, and morale through improvements to processes, organizational structure, and knowledge sharing tools
  - Projects included developing a talent management strategy, reorganizing project staffing to a regional structure from an office-centric one, and building a case study database with concurrent case study development process changes
  - Also contributed to mergers and acquisitions by conducting cultural and talent assessment and integration strategy
- Researched financial feasibility and market positioning of offering Knowledge Management consulting services, then developed the practice and trained sales force and consultants

1995 – 1998

**J. Walter Thompson** Chicago, Illinois and New York, New York  
*Global Brand Coordinator*

- Implemented cost-saving procedures and enhanced brand consistency by improving the flow of knowledge and collateral on two global accounts
- Prepared company’s first branding study that included the influence of the Internet
- Assisted with focus groups and data analysis for clients such as Kraft and Merck
- Liaison for SVP to all units within the organization, including Strategy and Planning, Creative, Art Studio, Finance and Accounting, and Account Management

1994

**Office of State Senator Suzi Oppenheimer** Albany, New York  
*Legislative Aide*

## Education

---

**Yale School of Management** New Haven, Connecticut  
Master of Business Administration (MBA), 2005

**New York University** New York, New York  
Master of Arts in Humanities and Social Thought (MA), 2002

**State University of New York at Albany** Albany, New York  
Bachelor of Arts in History (BA), 1993