

Accomplished, forward-thinking, and data-driven talent executive and management consultant dedicated to helping leaders and organizations address the issues getting in the way of performance. 20+ years of consulting experience and internal leadership roles at hyper-growth PLG companies and Fortune 500 companies. Proven track record of developing effective leaders, healthy organizational systems, and agile talent processes that drive breakthrough performance. High energy and hands on “concept-to-implementation” strategist with award winning success elevating performance at the organizational, leader and team level.

AREAS OF EXPERTISE

Talent Management

- Onboarding
- Performance management
- Competency model development
- Talent review
- Promotions
- Succession planning

Talent Development

- L&D strategy
- Leader /bench building
- HiPo development
- Manager development
- Executive coaching

Organizational Development

- Employee value proposition
- Change management
- Culture change
- Employee engagement
- Organization design
- Hybrid and distributed workforce strategies

Team /Executive Facilitation

- Team and large group planning sessions
- Team development
- Executive offsites

PROFESSIONAL EXPERIENCE

ATLASSIAN, INC., SAN FRANCISCO, CA

1/2020- 7/2022

VICE PRESIDENT; TALENT MGMT., TALENT DEVELOPMENT, AND ORGANIZATION DEVELOPMENT

Responsible for unleashing the performance of Atlassian's globally distributed workforce. Built a global 28 person COE and provided strategic and operational leadership to the function. Designed and implemented agile and scalable enterprise talent management and development strategies designed to motivate, empower and enable +7500 employees to do their best work and drive business impact. Recognized as one of 35 Top Leaders in the company for excellence in people leadership, enterprise impact, and values-based leadership. Winner of the 2022 Founder Shiplt Award – the top award for innovation.

- Partnered with the Founders to architect a new Talent philosophy, and multi-year talent strategy, for managing and developing talent across Atlassian
- Directed the transformation of all organization-wide talent management processes including onboarding, performance management, talent review, promotions, and succession planning to ensure they would support hyper growth, scale globally, and meet the needs of a fully distributed workforce. Improved CSAT by 14% in two years.
- Assessed the learning needs of our early career, front line managers, HiPo leaders and executive successors; created innovative development strategies to enhance knowledge, skills and readiness.
- Built a data-driven and technology-enabled talent organization to harness analytics, dashboards, and connected digital systems to enable leaders to make fair and equitable talent decisions and improve the employee experience
- Architected strategies to enhance the performance, engagement, and productivity of employees in our fully distributed organization

CO-FOUNDER, LARSON & ASSOCIATES, BAY AREA, CA

7/2005-12/2020

Boutique consulting firm specializing in leadership, team, and organization development.

Leadership Development:

- Supported the design of L2X, Blue Shield of California's 3-day leadership development program for the top 250 leaders. Program was awarded the Brandon Hall Group's Gold Medal winner 2015 for Excellence in Leadership Development
- Designed Peet's Coffee & Tea's first Retail Leadership Academy to grow store management capability across the fleet
- Designed Clif Bar & Co.'s 3-day leadership development program for Directors and Above
- Crafted Gap Inc.'s Global Leadership Development Strategy; designed Gap's Executive Coaching Strategy, Program, and Toolkit
- Overhauled the Talent Review process at Activision and executed Electronic Art's Succession Management Process
- Redesigned succession management at Levi Strauss and Co. Built leadership and HR capability to perform new process
- Developed a High Potential strategy for Activision Publishing and designed key components of their program including 360-degree assessment, targeted development planning, and cohort learning experiences
- Launched a 360-degree instrument at Levi Strauss & Co. to improve leadership effectiveness. Conducted an analysis of corporate data on high potentials to make recommendations on how Levi Strauss & Co. can more effectively drive growth among key talent. Designed two new modules for the Leadership Accelerator Program, a two-year action learning experience for high potentials
- Conducted an assessment of Levi's executive coaching program and presented leadership with a set of recommendations to increase program effectiveness and ROI

Organization Effectiveness:

- Change Lead on three separate 18-month transformation projects at Levi Strauss & Co. and Peet's Coffee & Tea. Responsible for the deployment of new global operating models, shared service centers, streamlined business processes and upgraded systems
- Facilitated a senior leadership team at PayPal in the design of a new operating model for Global Financial Services. Performed organizational assessment, identified opportunities to re-structure GFS to increase organizational effectiveness; implemented structural, process and organizational improvements

- Performed an organizational assessment within the Risk Management function at PayPal to identify opportunities to increase organizational effectiveness. Facilitated the senior leadership team in the development of a Risk OE roadmap and directed the efforts across 8 OE work streams
- Developed a culture strategy for Gap Inc. including a culture assessment and change roadmap to address declining performance and employee engagement
- Retained by StubHub's senior leadership team for 6 months to assess and address declining employee engagement survey scores. Lead on 6 work streams to improve organization effectiveness and scalability
- Program architect for the University of California, Berkeley's Student Affairs 12-month Strategic Planning Initiative
- Overhauled Udemy's Performance Management system and implemented the Reflektive platform to facilitate these changes
- Designed change strategy and implementation plan for Gap Inc.'s new G.P.S. performance management program
- Architected re-design of Jackson Family Wine's performance management system
- Facilitated the Sr. HR team at Activision and Airbnb's through the transformation of their talent and performance management processes and systems

Group and Executive Facilitation:

- Designed and delivered 1/2 day to full day team development workshops at multiple clients to improve decision making, increase role clarity, enhance team effectiveness, collaboration, communication, and trust
- Architect of multiple strategic planning offsites for senior leaders at Snap Inc., Gap Inc., Clif Bar & Co., UC Berkeley, and Turn Inc.
- Master trainer and facilitator of DiSC and Tilt team workshops

Talent Development Solutions:

- Designed and deployed Snap Inc.'s new talent strategy, philosophy and roadmap for high performance
- Designed and delivered over 20 custom learning lab modules targeting leadership and management fundamentals
- Managed the design and deployment of a two-day employee development experience at Levi's for 8,500 employees in 110 countries to ensure global alignment around the company's operating blueprint
- Developed and deployed a pilot of management fundamentals within Airbnb's APAC division
- Designed a behavioral interview course for Activision Publishing
- Managed the outsourced training curriculum at Bayer Healthcare and Xoma
- Developed a PayPal Change Management methodology and toolkit; developed and delivered Change Mgmt. training to all PayPal HR and L&OD team members
- Developed a change management methodology and toolkit to facilitate change planning at Dryer's Inc.

Competency and Capability Development:

- Designed and managed the rollout of a new leadership competency model at Clif Bar & Co.
- Facilitated Executive Leadership team at Levi Strauss & Co. to define and embed a new leadership competency model
- Led Activision Publishing's senior leaders through a facilitated process to develop a custom competency model for all employees as well as an Employee Value Proposition

LEVI STRAUSS & Co., San Francisco, CA

06/2001-11/2004

Director of Worldwide Leadership Development:

- Facilitated the Executive Leadership Team in the design and development of a global leadership model
- Developed a set of global foundational leadership competencies; integrated competencies into people systems and processes to set expectations, drive behavior change and individual development
- Led the design of a leadership assessment strategy and developed the global processes and instruments to assess leadership competency, bench, potential and development
- Directed the design and execution of the annual Leadership Conference for the top 50 executives

Organizational Development Strategist:

- Consulted on the organizational restructuring effort within the Global Supply Chain function. New organization model reduced time to market, ensured product availability, and lowered COGS
- Facilitated the Global Leadership Team in the development of The LS&CO. Way – a blueprint for performance. Designed and led the 3 year change effort associated with operationalizing The LS&CO. Way including the development and execution of a CEO-led 5 day training course for 250 leaders
- Developed the LS&CO. Change Management methodology, toolkit, and global training program

PRICEWATERHOUSECOOPERS, San Francisco, CA
Principal Consultant, Strategic Change Practice

1997-2001

- Organizational strategy and design, merger integration, and technology integration

EDUCATION

- MBA, Organizational Development, The Anderson School, UCLA, 1997
- BA, Anthropology, Brown University, Providence, RI, 1992. Magna Cum Laude, Phi Beta Kappa