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## Senior Human Capital Executive

Highly recognized organizational development & human resources leader known for the successful design, development and alignment of human capital strategies that drive measurable business results.

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### Profile

Senior executive strategically focused on leveraging human capital and talent development as critical business growth drivers. Nationally-recognized leader in the senior services and housing industry and influential business partner. 24 years experience in OE, HR, Ops, talent & leadership development, human capital strategy, cultural branding & change, acquisitions' assimilation & turnarounds, labor relations, performance mgmt and business alignment.

[LinkedIn Profile: Click Here](#)

Known as the “critical link” between people, growth and measurable business results. Dynamic strategy and execution skills, resulting in organizational culture and human capital into the vehicles for increased profitability. Experienced in the development and integration of systems that work, linking people to results.

Unique, fresh, approach and philosophy of values-based productivity. Considered sharp, driven, trustworthy, creative, confident, active, intense, fun, and essential. Driven by the core philosophy that if people are first results follow.

Experienced in senior services & operations, real estate, healthcare, financial services/investment, high-tech, higher-education, and consulting. Following 8 successful years as SVP, HR/OE for the 11<sup>th</sup> largest Assisted Living company in the U.S., [46-properties, 4000+ employees, \$1B in AUM (own/operate) and \$300M in annual revenues), founded two companies, both in start-up: [Executive Capacity, LLC](#) (HR consulting) and Summit Senior Housing, LLC (boutique A.L. development and ops company).

### Core Capabilities

- Executive HR Management
- Organizational Transformation & Assimilation
- Organizational Effectiveness, OD, OB
- Leadership & Talent Development
- Group Dynamics & Teambuilding
- Culture Development, Implementation, and Change
- Human Capital Strategy & Succession Planning
- Performance Management & Measures
- Learning & Development (Corp Univ)
- Union Inoculation & Labor Relations

### SVP, ORG EFFECTIVENESS

#### Benchmark Assited Living, Wellesley, MA. 2001-2009.

Design, direct, lead and implement organizational effectiveness & development strategies in a rapidly growing, real estate and services services operation with 4000+ employees, \$300M in revenue and more than \$1B in assets. Directly responsible for leading an executive team in the development of a values-based culture that impacts the business. Integrate all principles of OD, OE, OB, and HR into the business to produce both financial results and employee/customer satisfaction.

- Report to the CEO. Board member and key member of the Executive Leadership Team. Partner/Owner.
- Responsible for all HR, OD, and OE strategies and company-wide operating margins. Lead a team of 16 direct reports and 46 indirect reports in the field operations.
- Lead the comprehensive development of a “Top Places to Work” award-winning culture, aligning vision, values, goals, and people with results. Champion of a values-based philosophy where “values trump performance every time” [people first equal profits next].
- Earned the [President's Award for Leadership for initiation of a nation-wide union inoculation strategy](#) and awareness campaign. Active advocacy voice on Capitol Hill supporting quality care and pro-employee strategies in partnership with ALFA. .
- Founder and President [The One Company Fund™](#) a 501c3 non-profit which raised funds to provide grants to front line workers during times of tragic and unexpected hardship. Earned the prestigious [Best-of-the-Best Award](#) from the industry trade association.
- Responsible for the design, implementation and agility of an efficient and effective HR platform & infrastructure.
- Responsible for comprehensive human capital assessment, custom metrics, accountability, succession strategy, and execution.
- Design and execute company-wide restructuring and right sizing.
- Lead all [acquisitions' assimilation](#) initiatives from the due diligence phase to post-acquisition integration.
- [Integrate talent needs with the recruitment, selection](#), and organizational design demands of the business.
- Create and build a state-of-the-art corporate university, Leadership Institute, and award-winning [Management Development Program](#).
- Drive all leadership development programming as a critical business function to include, but not limited to, executive coaching, training & development, individualized development planning, [360° feedback customized tools](#), etc..
- Design and lead an accountabilities system and cultural change: multi-tiered competency and compensation model that serves as the corporation's foundation to managing performance and planning succession.

- Experienced speaker, facilitator, executive coach, author, and industry expert.
- Known for infectious “high energy”, motivation, strategic thinking, confidence balanced w/ego-in-check, and execution.

### **EVP, ORGANIZATIONAL DEVELOPMENT & PEOPLE\***

**EDV Corp. [Reorganized into netEconomist, Inc.]. Marlboro, MA, Philadelphia, PA. 2000-2001.**

*\*Brief “Dot.Com” tenure.*

Directly responsible for the development of a newly reengineered company. Successfully integrated three different companies through creative and strategic HR/OD and business development strategies.

- Responsible for the successful and rapid design and development of the corporate infrastructure of a multi-dimensional mergers and acquisitions eCommerce business model.
- Report to the CEO. Member of the Board of Directors, and key member of the executive team.
- Executive consultant to clients such as Cornell University, Boston Redevelopment Authority, and Estee Lauder (among others) on the integration of OD into business practices---from assessment and diagnosis to results.
- Visionary for the successful development of two unique HR software systems/products (netImpact™ and CDoc™).
- Provide client services to drive HR as a strategic business partner.
- Strong focus on talent development and succession planning for corporate “benchstrength”. Consulted on the direct impact of leadership development on the bottom line.
- Develop strategic HR/OD business plan on the premise that creative, integral, and values-based HR practices directly impact the bottom line.

### **VP, ORGANIZATIONAL DEVELOPMENT**

**Lend Lease REI (acquired Boston Financial). Boston, MA. Sydney, Australia. 1998-2000.**

Lead the organizational development/change management function of this global firm with more than \$37B in assets under management. Lead a first-rate “culture transformation” program for North America.

- Create the OD/HR function from vision to execution. Integrate HR strategies with business goals. 350 corporate employees and more than 1200 field staff.
- Report to CAO. Chairman of the Human Resources Advisory Committee.
- Driver of a multi-business organizational redesign identifying synergies, overlaps, and opportunities—particularly with regard to new multi-million dollar acquisitions.
- Serve as the internal “expert” on executive leadership.
- Develop, direct, and manage the corporate performance management process and program(s).
- Design and direct the successful communications strategy for a \$257M acquisition. Research, analyze, recommend and drive a broad and ongoing internal communications process [technical and cultural].
- Design and develop a leadership & staff development program that links business results to professional development and operates under an action learning model.
- Visionary for creative corporate culture events, celebrations, learning forums, recognition, etc...
- Design and develop a formal succession program based on a newly designed competency model, new organizational structure, and corporate leadership needs/gaps.

### **DIRECTOR, HR/ORGANIZATIONAL DEVELOPMENT**

**Cornell University. Ithaca, NY. 1994-1998.**

A major university with endowments in excess of \$3.4B and more than 10,000 employees. Direct and drive a creative HR/culture change initiative for 1100+ professional employees (non-academic), including HR integration with business objectives, performance management, and change.

- Report to the VP, Administration. Key member of the executive Leadership Advisory Council.
- Develop and launch OD/HR programs, executive retreats, performance management, and training.
- Direct OD interventions including needs assessment, data collection, analysis, recommendations, collaborative problem solving, organizational change, strategic planning, implementation, and evaluation.
- Manage and advise a \$300,000+ organizational development budget.
- Chosen with distinction to design, develop, and strategically plan Cornell University's Leadership Development Program for executive staff and academic deans.
- Serve as a key member of Project 2000 Education and Training Team for the effective implementation of a whole systems MIS reengineering project (PeopleSoft).
- Selected Moderator for Project 2000 President’s Open Forum.
- Invited to join the Sr. Vice President’s “Best Practices” Team.
- Establish and develop a team of internal/external trainers and consultants to meet the demand of an industrious organizational change agenda.

**MARKETING EDUCATION PROGRAM DIRECTOR & HIGH SCHOOL TEACHER.**

**VA Department of Education. Chesapeake, VA and Roanoke, VA. 1987-1993.**

- Six years + progressively responsible experience in education, marketing, and program development. Recognized for professionalism, rapid learning, and fast-track management achievements. Successfully launched 2 state-wide pilot programs integrating education with business and enterprise.

**INDEPENDENT CONSULTANT : ORGANIZATIONAL EFFECTIVENESS, HR, & LABOR RELATIONS**

Client organizations include: RMC Research Corp, Marriott, U.S. Navy, VA Dept. of Education, U. S. Government, Acura Inc., IC3, Thomas Associates, MA Dept. of Education, Boston Redevelopment Authority, ALFA, MassALFA, CALA, RIALA, GAALFA, and others. 1992-Present.

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**EDUCATION**

- **PhD** (abd). OD, Adult Ed, Labor Relations (1998). **Cornell University**, Ithaca, NY.  
*Dissertation Research: Developing organizations through human capital, adult learning, and trust: The Theory of Critical Reflection and organizational change. [2005]*
- **Master of Science**. Human Resource Mgmt. and Adult Education. **Virginia Tech University**, Blacksburg, VA. 12/94.
- **Bachelor of Science**. Marketing and Education. **Old Dominion University**. 12/86.

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**PROFESSIONAL AFFILIATIONS**

Organizational Development Network [ODN]  
Society for Human Resource Management [SHRM]  
National Association of Female Executives [NAFE]  
Board of Directors, South Shore Newcomers' Group  
Adjunct Faculty, Univ of MD

American Society for Training and Development [ASTD]  
Certified: MBTI™ Predictive Index™, AVA™  
Zenger Miller® Certified  
Emotional Intelligence Indicator

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**PERSONAL INTERESTS:** Skiing, Cooking, Entertaining, Reading, Travel, Family, and high-energy fun.