

SUE CHOE

Suechoe11231@gmail.com | www.linkedin.com/in/sue-choe-nyc/

SUMMARY

I love to build durable systems and processes with intention and foresight. *For* people, and *with* people.

- ❖ What matters: Balancing professional fulfillment with creating outsized value.
- ❖ Differentiators: I'm a leader who can straddle blue-sky strategy and painstaking execution; logical reasoning and empathetic intuition; and high-flying ideals and day-to-day pragmatism. I roll up my sleeves and get it done.
- ❖ Personal values: Trust, Autonomy, Humility, Diligence, and Logic.

RELEVANT WORK EXPERIENCE

PETAL CARD, INC. (POST SERIES-C CREDIT CARD STARTUP)

2018 – present

Chief People Officer and Chief of Staff to the CEO – New York
Added Chief of Staff function in 2020.

- **Overall People responsibility.** After joining Petal post Series-A, grew the team from 25 to 150 (expected to be ~200 by end of 2021), including laying the foundation for a healthy and productive culture, diverse and inclusive hiring, and merit-based advancement. From the beginning, have worked in lock-step with the CEO on the evolution of Company Values and Mission, the formation and membership of the Leadership Team, and recruitment of key executives such as Chief Risk Officer, VP of Engineering, VP of Product, General Counsel, etc. Led the organization through the many challenges of 2020-2021: from COVID lockdowns; employee stress/burnout; to Petal's first layoff; to crafting Petal's reaction to the death of George Floyd and support of Black Lives Matter; to transitioning all work to remote; and office return and safety plans. Despite these challenges, Petal was recognized by *Forbes* as the #3 and #5 Best Startup Employers in the U.S. in 2020 and 2021, respectively. (Note, these were not paid placements.)
- **Strategic planning.** Starting in 2019, introduced quarterly OKRs to the organization. Have planned, coordinated, and synthesized Petal's Company OKRs since then, collaborating closely with the Leadership Team and functional heads. Developed weekly OKR dashboards that track progress and are shared across the organization. Launched company-wide decision-making framework (RAPID) to create accountability and alignment to support OKRs and company goals. In 2021, was asked to lead the strategic planning process and the development of Petal's 5-year company vision. Am spinning up a Business Operations function, reporting into me, to run these processes in the future.
- **Internal communications.** Have conceived of and run internal communications at Petal since 2018, which includes weekly All Hands, weekly employee newsletter, OKR dashboard, content creation for Petal's Medium blog, editing/ghostwriting CEO communications, Ask Me Anythings with functional leaders, etc. Collaborate with CEO on new ways to engage the team, e.g., CEO Office Hours, CEO Listening Circles, etc.
- **Diversity, equity, and inclusion.** Have enabled Petal to realize significant gains in gender and racial diversity, from 32% women and 12% underrepresented minorities (URM) in 2018 to 52% women and 24% URM in 2021; in technical roles, Petal boasts 40% women. Leadership Team is composed of 33% women. Much more work is required, but changes already made include: development of *Inclusion Pledge*, roll-out of employee resource groups, appointment of Diversity Officer, inclusive hiring practices, DEI discussion during semi-annual Talent Reviews, monthly open forums regarding racial justice, etc.
- **Office and facilities.** Negotiated 4 office leases (all at extremely favorable, below market rates), coordinated 6 office moves in both NY and Richmond, VA, and organized an overnight move of 80 employees – including call center staff – to 100% "work-from-home" mode at the start of the pandemic. Minimal loss of productivity through all of these disruptions.
- **Organizational change / Learning and development / Performance management / Employee experience / Recruiting / Compensation and benefits / Employee relations / Team development.** Replicated and customized what I've brought to organizations in the past, as described below at Kickstarter, Venmo, and 1stdibs. Much of the work was done with a small team of 3, which has recently been expanded to 6. Testament to our hard work is our consistently high Glassdoor rating (4.8/5 from 45 reviews).

SVP of People – Brooklyn

- **Organizational change management.** During ~4 months helping the People team, worked closely with the Board, in-coming CEO, and other executives through a difficult and unexpected CEO transition that affected all aspects of the company. Helped mitigate disruption to the business by crafting internal and external announcements, counseling execs and employees, and devising a retention strategy. Within 3 months of my joining, 6 of the 8 members of the leadership team departed. (To learn more, read [this article](#).)
- **Overall People responsibility.** Oversaw all aspects of the People and Workplace function. Led a team of 8 junior-level employees. Despite a relatively brief tenure, made significant progress across several areas: conducted a comprehensive employee engagement survey with actionable recommendations; framed a rigorous talent assessment process and led workshops to embed these practices; launched early-manager and all-staff training; drafted company-wide performance expectations with associated levels; made preparations for year-end performance appraisals; initiated exec-level discussions on Kickstarter guiding principles; evaluated and negotiated down the annual benefits renewals; reframed roles and responsibilities of People team members; made key hires such as Chief Product Officer and Director of Talent.

VP of People – New York

- **Overall People responsibility.** Oversaw all aspects of the People function, from Core HR to Recruiting to Employee Engagement to Talent Development. Led a team of 5 to meet the needs of 220-300 individuals. Evolved back-office HR function into a progressive and respected People organization. During tenure, company Glassdoor rating increased from 3.4 to 4.4, and yoy total attrition decreased 9% (voluntary attrition declined 10%).
- **Executive leadership and development.** Core member of 8-person exec team. Changed cadence and content of regular Exec team meetings to be inclusive and action-oriented. Helped design and organize first exec team off-site dedicated to intra-team collaboration. Acted as coach and business partner to executives. Guided and authored all CEO employee communications.
- **Learning and development.** Created 3-pronged learning strategy to maximize impact with a limited budget – onboarding for new hires (1stdays@1stdibs); new manager training; and director off-sites and coaching. Planned, researched, and executed these programs, using internal and external resources; generated consistently high ratings (4-5 out of 5). Led needs assessment and development of functional training for Sales and Service teams and an off-site addressing team motivation for Product team. Hosted all-employee workshops regarding diversity, inclusion, and belonging.
- **Performance management.** Launched and continuously improved performance appraisals; this involved setting criteria, communicating purpose and methods, gathering feedback and using it to make process refinements. Developed career ladders for Engineering and non-Engineering roles with specific and clear expectations, and educated the organization on how to apply these to reviews and feedback. Devised and implemented new promotions process to include perspectives of non-exec leaders.
- **Employee experience.** Transformed a siloed culture into a welcoming, inclusive, and diverse community. Developed bi-weekly *'Dibs Digest* to highlight people and events; launched recognition program; fostered the establishment of Outdibs (LGBTQ) and Dibiversity (diversity) groups; facilitated monthly employee-led Lunch & Learns; hosted an action-packed Wellness Week; led 2 days of Habitat for Humanity. Gained buy-in for and developed 1stdibs' core principles (after 16 years in business), collaborating with leadership across the organization. Analyzed results of semi-annual employee survey to develop key People initiatives every 6 months.
- **Recruiting.** Led 3-person recruiting team that hired >130 people during my tenure. Cleaned up data in Greenhouse (ATS), developed weekly reporting cadence, set up structured interview approach, designed and rolled out interview training, revamped our summer intern program. Personally responsible for hiring exec-level VP and several Directors.
- **Compensation and benefits.** Developed company's first-ever comp model and bands. Utilized benchmarking tools such as Radford and own network to determine right level of compensation, given tight budgets. Assisted Sales teams to create incentive plans. Transferred benefits and 401(k) broker to one that offered more value-added services for employees; led to 2% renewal increase and 0.32% fee decrease for 401(k). Single-handedly ran Open Enrollment for ~300 employees.
- **Employee relations.** Worked in collaboration with external employment counsel on several sensitive departures. Standardized severance plans and release agreements. Developed an employee handbook that laid out

workplace guidelines in a fun, easily-digestible tone. Coached managers on delivering difficult feedback, including developing individualized performance plans. Acted as a confidential counselor to all employees.

- **Team development.** Assigned clearer roles and responsibilities for People team members. Hired technical recruiter, employee engagement associate, and People business partner. Actively developed and grew individuals on the team to take on more responsibility and step into more senior roles.

VENMO (PART OF PAYPAL, NASDAQ: PYPL)

2015

Director of People and Recruiting – New York

- **People strategy and organization.** Counseled General Manager and other functional leaders on their organization, skill gaps, people needs. Co-led reorg and staffing model for 45-member engineering team; brought in key leaders to round out the executive team (Head of Engineering, Head of Product Development).
- **Learning and development.** Researched and launched all-staff and new manager training. Consistently held oversubscribed courses that received high scores on training offering (average is 9/10).
- **Performance management.** Piloted new review process across all functions, which included in-depth performance rubrics, anonymous manager reviews, 360° peer feedback, and goal-setting. Coached managers on how to deliver both tactical and holistic feedback.
- **Employee experience.** Revamped and launched new onboarding program (VIP – Venmo Immersion Program) focused on an employee's first year. Developed and executed quarterly employee surveys and generated action plans from insights. Oversaw the planning and execution of events: Hack Week, community service initiative, wellness program, weekly happy hours, tech meet-ups. Recipient of *Tech In Motion's* Best Workplace Culture award for 2015.
- **Recruiting.** Led 4-person recruiting team, and grew Venmo from 80 to 120. Articulated Venmo "culture fit" and created structured interview guidelines with the intention to reduce unconscious bias. Advocated for post-interview 'roundups' to foster learning and to make decisions transparent.
- **Confidential counseling.** Conducted confidential coaching on topics ranging from motivation, team dynamics, and delivering tough messages across tenures, functions, etc.

THE D. E. SHAW GROUP (GLOBAL HEDGE FUND WITH \$55B UNDER MANAGEMENT)

2013 – 2014

VP, Human Capital Business Partner for fundamental trading strategies, IT, Corp Dev, and other support groups – New York

- **People strategy and organization.** Collaborated with MDs to align people/talent strategy with the direction of the group and to foster high workplace productivity. Proposed organizational structure for IT spin-out. Evaluated internal versus outsourced design team. Assessed and engaged trading coach to counter stress among fundamental traders/analysts.
- **Performance management and career development.** Worked with managers to articulate their teams' strengths, weaknesses, and suggested actions. Conducted 360° reviews for managers. Developed career paths for high performers and exited low performers with compassion. Key initiatives: first-ever career development discussion with the global leader of the trader/analyst population; formation of SVP working team to identify career barriers and develop solutions; designed and piloted the first IT skills rubrics; proposed Expert and Management tracks within IT; piloted first mentorship program for traders/analysts.
- **Employee experience.** Acted as a barometer on employee morale and experience. Worked with the Events team on social activities to promote cross-group networking and a sense of belonging. Key initiatives: co-designed and executed first firm-wide employee engagement survey; summarized key findings and proposed action steps; revamped firm-wide onboarding experience to be more welcoming; introduced meditation as a means to boost performance and to lower stress.
- **Compensation.** Guided managers through the annual compensation process, including providing external benchmark data and calibration. Developed talking points for compensation communications.
- **Other Human Capital initiatives.** Gathered and analyzed large data sets to determine how effective our recruiting and retention initiatives had been; developed and rolled out MBTI workshops to three support functions; initiated Speaker Series for IT group; initiated and organized the first Human Capital holiday party.

McKINSEY & COMPANY

2003 – 2013

Manager of Professional Development – New York, London

2006 – 2013

Transitioned from management consulting to internal People operations in 2006.

- **People strategy.** Collaborated closely with partners affiliated with Industry and Functional Sectors to help build a pipeline of high-potential associates.
- **Performance management.** Managed semi-annual review process for consultants, shaped evaluation criteria, gathered feedback data, and counseled associates on action steps to address development areas.
- **Counseling.** “Go-to” person on professional and personal issues affecting consultant productivity and morale. For early-tenured associates, advised on skill development and intra-Firm networking; for late-tenured associates and partners, coached on team management, Firm dynamics, and people leadership.
- **Learning and development.** Identified consultant capability and knowledge gaps through continuous feedback cycle and advanced training agenda to address both hard and soft skills.
- **Consultant staffing and utilization.** Staffed associates on engagements by balancing client needs, consultant capabilities, skill development, passions, and role. Counseled across tenures, from partners to entry-level associates.
- **Other.** Liaised with Recruiting to ensure high standard of candidate assessments, formed associate/partner mentorship program, participated in office-connectivity committees, counseled departing consultants on external job search.

Engagement Manager – Florham Park, New Jersey

2003 – 2006

Promoted to Manager from Associate in 2005. Led consulting teams to tackle problems involving business development, operational efficiency, organizational restructuring, and growth strategy across the pharmaceutical, animal health, and consumer packaged goods industries.

ADDITIONAL WORK EXPERIENCE

JEFFREY NEW YORK, *Intern, New York*

Summer 2003

DEUTSCHE BANK, *Summer Associate, Investment Banking Division – New York*

Summer 2002

LUXLOOK, LIMITED, *Manager of Customer Research – New York*

2000 – 2001

McKINSEY & COMPANY, *Senior Business Analyst (promoted from BA) – Florham Park, NJ*

1997 – 2000

EDUCATION

HARVARD BUSINESS SCHOOL, MBA

2003

PRINCETON UNIVERSITY, BA, PHILOSOPHY

1997

SELF-INITIATED LEARNING AND DEVELOPMENT

- Co-founder of Gilgamesh Ventures, a \$4M seed-stage investment fund focused on fintech in the Americas. Helped devise investment rubric, company values, and responsible for the talent assessment of prospective investments.
- Afore Capital’s Angel-to-Fund Manager Class of 2020.
- Member of Chief, a network for executive women professionals.
- Founding member of PeopleTech Partners, a community of experienced startup leaders who seek out and provide guidance to early-stage HR tech companies.
- Featured on industry panels regarding Performance Management, Evolution of HR, and Employee Engagement; hosted by Conference Board, Udemy, Sequoia, and Stacklist.
- Authors blogposts on People-related issues at suechoeblog.com.
- Completed External Coaching Intensive training through Columbia Coaching Certification Program.
- Certified in Myers-Brigg Type Indicator assessments (MBTI).