

BARBARA M. KENNEY

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SUMMARY

Senior Human Resource Executive with lead positions supporting Presidents/CEO's across industries including financial services, healthcare, group benefits, chain restaurant, retail, integrated resorts and manufacturing. Strategic, results driven and versatile leader with a proven track record of designing and implementing human capital strategies and tactics to drive short and long-term business results. Exceptionally strong business partner with demonstrated ability to diagnose and resolve organization wide and business centric human capital issues. Expertise in:

- **Human Capital Strategy Development**
- **Executive Coaching**
- **Organization Capability and Efficiency**
- **Organization Diagnosis and Design**
- **Talent Management and Succession Planning**
- **Leadership Development**
- **Compensation and Performance Management**
- **Employee Assessment and Engagement**

EXPERIENCE AND ACCOMPLISHMENTS

MOHEGAN GAMING AND ENTERTAINMENT, Uncasville, CT.

2017 - 2019

Senior Vice President and Chief Human Resources Officer

Mohegan Gaming and Entertainment is owner, developer and manager of 8 integrated resorts in South Korea, Canada and 5 domestic locations as well as the Connecticut Sun, a professional basketball team in the WNBA and the New England Black Wolves, a professional lacrosse team in the National Lacrosse League.

- Reporting to the CEO, **created the first global Human Capital Strategy** to facilitate the MGE 5-year Vision.
- Partnered with the CEO and **created new MGE organization structure**; defined and **hired 4 C-Suite positions** to drive MGE to the next level of becoming a global growth organization.
- Instituted cultural, organizational and talent tools and practices to begin the new drive towards **making our people our competitive advantage**.
- Assessed executive and organizational dynamics and navigated a wide variety of sensitive solutions in this complex and highly regulated environment.
- Created and currently implementing an **integrated talent management model** involving engaged/partnership career development planning, succession planning and pivotal role definition and alignment with the MGE 5 year vision.
- Created and currently implementing **customized common leadership competencies, duties and behaviors** to drive enterprise wide bottom line results.

THE HARTFORD FINANCIAL SERVICES GROUP, INC., Hartford, CT.

2004 – 2015

Vice President Human Resources, Commercial Markets

Led design and execution of the human capital strategy in support of the multiline Middle Market business which was The Hartford's key turnaround business with the highest degree of matrices and complexity. **Core earnings grew 107% in 2 years.**

- Designed and led implementation of a comprehensive analysis of the business and human capital strengths and gaps. Partnered with the President of MM in the creation of **business and human capital strategies and plan**.

- Drove comprehensive redesign of the organization which facilitated the new strategy and created greater capabilities to transform the business.
- **Reduced regrettable turnover 8%** by analyzing the pivotal role and creating holistic retention initiatives.
- Led creation of sustainable, comprehensive model office; design, development and implementation of the ‘model office’ which created the first comprehensive and sustainable enterprise design and staffing model in MM history. Model emphasizes talent that is a competitive advantage and considers the economic environment, current staff realities, productivity and potential future geographic expansion. **Produced a decrease in expenses while increasing productivity of the underwriters.**
- Implemented both a build and buy strategy for talent management and **significantly increased capabilities specifically linked to the new business strategy**; facilitated the upgrade of talent in various leadership positions and brought in specific capabilities absent in the existing talent.
- Co-led redefinition of the pivotal role for the MM business. Created holistic approach that shifted to a single point of contact for the underwriter, a talent gap analysis and corresponding solutions, a build/buy talent strategy, career paths and mobility tools, rewards, recognition and retention solutions and an onboarding program. This significantly **shifted the focus and ‘charter’ of this pivotal underwriter role.**
- Maximized employee engagement by developing tools and strategies for leaders and employees; instituted an employee engagement culture which had never been present within MM before. **Despite transformation of the business and organization, engagement scores remained in the top quartile.**

Vice President Human Resources, Group Benefits

Requested to return to Group Benefits business for 1 year to assimilate and consult with the newly appointed President who originated in the P+C business. Successfully completed an organization assessment and redesign with positive business results.

Vice President Human Resources, Commercial Markets

Led the design and execution of human capital plans for a combination of business segments for Commercial markets which was the largest and most complex component of The Hartford’s business.

- Provided strategic consulting to the Head of Small Commercial business to drive the new ‘**customer centric**’ strategy. **Upgraded leadership talent** and created succession plans; created sustaining mechanisms and methods of accountability for “breakthrough” behaviors for leaders throughout Small Commercial.
- Partnered with Head of Group Benefits to create organization structure aligned with newly created business strategy; created employee engagement focus and discipline within the GB organization which **increased employee engagement scores 10% in the first year.** Aligned rewards and recognition for the field to drive behaviors needed for new business strategy. Bottom line business results increased.
- Led organization redesign for the Applied Research function.
- Partnered with Head of Middle market segment to create organization structure, hire SLT members and create a cohesive and collaborative team.

Vice President Human Resources, Enterprise Claims and Heritage Holdings

Designed and executed the human capital plan to drive transformation of this function throughout a 5,000+ employee population.

- Upgraded talent in every component of the extended leadership team; created succession plans; increased cross functional internal talent mobility and upward career development opportunities and successes.
- Provided strategic direction and change management on numerous organization transformations aligned to overall business strategy that resulted in **reduction in operating expenses while increasing employee engagement**, customer loyalty and quality measurements.
- Created an ‘employee engagement’ mentality and culture throughout the organization; created playbook for line managers, training programs, toolkits and accountability mechanisms that resulted in a holistic approach among all

layers of leadership which resulted in a significant increase in employee engagement scores and a decrease in regrettable turnover thus saving over \$1m for The Hartford.

- **U.S. Patent issued for development of employee engagement tools** mentioned above.
- Co-led the creation of 'remote worker' capability for The Hartford; this program still facilitates considerable footprint reduction, increased engagement, talent attraction, flexibility for the business and employee as well as business resiliency. **Won Chairman's award for this holistic program in 2009.**

Vice President Human Resources, Group Benefits Company

Designed, led and executed the Human Capital strategy in support of a \$4 billion comprehensive group benefits business with over 3500 employees.

- Created and implemented a '3 Year Human Resource Strategy' for the Group Benefits business to facilitate successful achievement of the newly created business strategy.
- Instilled the talent agenda and mindset for the GB leaders and upgraded talent in leadership ranks.
- Developed a model to change GB's culture to align with business strategy; culture model was woven into the business strategy branding for GB as well as for the Hartford's Life company.
- Worked with President of Group Benefits to design and implement a variety of organization effectiveness interventions which improved business imperative results.
- **Successfully led the human capital integration of the CNA business into the Group Benefits business.**

CIGNA HEALTHCARE, Bloomfield, CT.

2001 – 2004

Assistant Vice President Human Resources

Directed human capital function and delivery for 5 large Call/Claim Hub sites with a 5,000+ workforce and 13 HR professionals.

- **Reduced turnover 15% and increased employee engagement** thus producing substantial savings for the company; redesigned performance management process and reward components to create alignment with business goals.
- Significantly **improved operational results** by upgrading leadership in hub sites and creating high performance team.
- Successfully **thwarted union attempt** in the largest hub site utilizing the upgraded leadership team and outstanding communication and employee engagement tools, programs and techniques.
- Selected to participate on CIGNA's corporate 'turnaround' team which created the "Why CIGNA" story for employees.
- Implemented key business strategy for Service Operations by consolidating numerous Call/Claim sites into a few 'hub sites' thus **saving significant dollars.**
- Upgraded talent in HR organization and redeployed additional talent to maximize capabilities needed to align with business strategy.

EDUCATION

MBA, Rensselaer, Lally School of Business

MS, Counseling Psychology, Central Connecticut State University