

Karen Copete

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Professional Summary

Dynamic and results-oriented HR leader with over 15 years of experience driving cultural transformations and enhancing organizational performance, productivity, and sustainable growth through strategic people initiatives. Recognized for achieving HR excellence in multinational, matrixed organizations by combining financial expertise, data-driven decision-making, and effective change management. Proven ability to foster cross-cultural collaboration, ensure regulatory compliance across diverse regions, and manage the full employee life cycle— HR operations, systems and processes from hire to retirement. Highly skilled in optimizing talent attraction, leadership development, culture and engagement. A trusted advisor to executive leadership. Fully bilingual in English and Spanish.

Professional Experience

Independent HR Consultant -Various Clients and Partners 01/2023 - Present

- Guided organizations through HR maturity stages, refining processes, procedures, policies, and leveraging technology usage. Delivered a 15% improvement in leadership alignment and employee engagement.
- Applied talent analytics improving talent planning accuracy and enhancing decision-making.
- Acted as a leadership mentor for teams and executives across countries, industries and organizational levels.

CHRO / HR VP - Grupo Energia Bogotá 10/2020 – 11/2022

- Served as a strategic partner to the leadership team, delivering innovative solutions and actionable insights to solve critical HR challenges and addressing employee relations challenges.
- Streamlined HR operations across seven subsidiaries in four countries by establishing a Shared Services Center, eliminating process redundancies, introducing service-level agreements (SLAs), ensuring 100% compliance with local regulations, and reducing service costs by 23%.
- Introduced People Analytics, improving recruitment quality by 30% and advancing DEI initiatives, winning industry awards.
- Implemented tailored change management practices to support strategic transformation plans, addressing stakeholder concerns through contingency planning and project risk mapping. Achieved an average eNPS of 72% from project leaders as key stakeholders.
- Optimized budget management and closed pay gaps for non-union employees by creating a market-aligned compensation framework tied to strategic objectives. Designed and launched a personalized employee compensation and benefits program, improving satisfaction (eNPS) by 23 points within the first year.

Andean CHRO / HR VP (Colombia, Peru, Chile, Ecuador & Venezuela) - Mabe (GE Appliances Latam) 11/2015 – 12/2019

- Partnered with senior executives to drive HR initiatives across five countries, aligning corporate and local priorities to deliver business results and ensure HR operational excellence for over 3,000 employees. Increased HR service satisfaction by 10% and improved culture scores by 19%.
- Designed and implemented scalable talent frameworks, including workforce planning, career pathing, and leadership development, increasing talent availability in critical areas by 57%.
- Transformed the HR service model by introducing the Business Partner (BP) role and Centers of Excellence (COEs), achieving 96% compliance with service-level agreements and reducing HR Full-Time Employee (FTE) headcount by 39%. Standardized regional HR practices to enhance talent mobility and cultural integration, streamlining the talent acquisition process by cutting hiring times by 35% and improving hire quality, which reduced turnover rates.
- Successfully implemented a new Enterprise Resource Planning (ERP) system, simplifying the organizational structure (-29% cost reduction) and standardizing compensation systems across countries. Improved data accuracy by consolidating 300 roles into 175 standardized positions, enabling clearer career pathing, equitable salary alignment, and enhanced data management

Head of Talent (Argentina, Chile, Colombia, Uruguay, Mexico, Brazil, & USA) - Royal & Sun Alliance (RSA) 09/2014 – 10/2015

- Led the Talent Transition Plan for 1,150 employees across six countries during the Latin America divestment, ensuring 100% accuracy in talent data consolidation and workforce continuity. Introduced innovative non-cash retention strategies and launched the region's first High-Value Specialists mentoring program, achieving 100% retention of experts and critical roles.
- Directed the annual potential evaluation cycle across five countries and the regional office in the U.S., achieving 100% evaluation coverage for the first time. Developed consolidated functional succession charts, talent loss risk maps, and action plans to address succession gaps for critical roles.
- Selected as a member of the global design team for the corporate leadership competency model, updating it to align with organizational values and creating a curriculum to support progression from individual contributors to leaders of leaders.

Learning & Organizational Development (L&D and OD) Director -Anheuser-Busch InBev Colombia 08/2006 – 08/2014

- Defined and executed the Learning and Development (L&D) agenda for over 11,000 employees. Pioneered manufacturing and commercial trainee programs, which improved succession planning by 37% in two years. Led the development of commercial competencies for the "Where to Play & How to Win" project, assessing and training 2,600 Business Leaders, Field Leadership Teams, and frontline operations.
- Spearheaded cultural transformation initiatives, reducing cultural entropy from 20% to 14% within two years and improving "Organizational Leadership" scores from 84% (2007) to 91% (2014).
- Installed the Performance Management process for 7,000 employees in three years and established compensation practices linked to individual performance.
- Leveraged Organizational Development (OD) metrics to oversee more than 30 strategic projects over six years, optimizing spans, layers, and monitoring the impact of structural changes across the organization. With the organizational efficiency projects, achieved \$1.5M in personnel cost savings and reduced 4% workforce within one year. Integrated the L&D structure and operating model, generating 40% headcount savings and reducing costs by 25% in seven months. Led the globalization and regionalization of structures, establishing a Regional Finance and Treasury Shared Services Center.

Skills

Strategic HR Management • Stakeholder Engagement and Influencing • Employee Engagement • Change Management • Talent Acquisition and Development • Compensation and Benefits • Analytical Skills • Communication • Collaboration • Cultural Awareness • Adaptability • Navigating Uncertainty • Technology Savvy • Trust and Integrity • Process Enhancement

Education

MBA & MA in HR and Talent Management – ENEB, Barcelona Business School, (In progress)

Executive Development Program – INCAE

MA in Strategic Management – Universidad de la Sabana

BAS in Finance and International Relations – Universidad Externado de Colombia

Languages

English: Fluent • Spanish: Native

Awards

United Nations in Colombia DEI recognition - Equipares Sello Oro & Aequales (2022) • Excellence Awards – SABMiller plc (2007, 2012 & 2014) • Human Resources Management – Portafolio Financial Newspaper (2011) • HR Leadership Award – HRD Congress India (2009)

Board of Directors

Colombian HR Association – Board of Directors (2021–2023) & Academic Council (2006–present)

Compensation and HR Strategy Committee – Grupo Energía Bogotá (2020–2022)

Calidda Energía S.A.C (Peru) –Principal at Governance, Sustainability, and Compensation Committee (2021–2023)

Giobs LLC (USA and Colombia) – Board of Directors (2023–present)