

MIGUEL G. LI PUMA

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GLOBAL PEOPLE & CULTURE LEADER | BUSINESS PARTNER | CHANGE MAKER M&A | TALENT MANAGEMENT | EXECUTIVE COACH | UNION RELATIONS

Global Human Resources executive with extensive experience in leadership development and organizational transformation. Proven track record leading the HR function and teams geographically dispersed. Demonstrated successes in multiple regions and cultures (including US, Europe, and Latin America) as well as industries (Pharma, Biotech, Renewable Energy, Automotive, and Agriculture). Fluent in Spanish, English, and French. Leverages diverse set of coaching techniques to empower and create high-performing teams. Union relations expert.

- **Talent Management:** Highly experienced in designing and rolling-out large scale Talent Development programs at domestic and global level. Proven consistent strength throughout career. Led Americas COE.
- **Change Leadership:** Harnesses deep knowledge and extensive experience in M&A transactions, turnarounds, reorganizations and restructurings. Leans-in to core strengths of calmness, resiliency, and persistence to overcome obstacles. With teams, draws upon strong listening and collaboration skills. Looks before leaps.
- **Business Mindset:** Leads HR as a true business function, strategic partner, and stakeholder within an organization. Utilizes deep understanding of business strengths and challenges to problem solve/seek solutions to critical HR issues. Emphasis on KPIs to drive decision-making. Effective Union relations management.
- **Global Perspective & Vision:** Embraces personal experience with cultural connections and adaptability having lived in five countries and four US states. Prioritizes understanding of context/environment before determining most effective next steps. Digs deep to the “how” and “why” for decision making.
- **Growth Mentality:** Combines extensive experience advising senior leaders with formal Executive Coaching training to support leaders across wide range of business roadblocks. Always seeking answers to “what if” questions to challenge the status quo and promote innovation.

PROFESSIONAL EXPERIENCE

ENEL, Boston, MA

2019-present

Italian energy group with 1.5K US employees, 75K globally. US Revenue of \$2B.

Vice President People and Organization

Reported to US CEO and Global CHRO. Responsible for introducing new HR programs to support fast-growing business. Managed direct team of 40. Union relations.

- Spearheaded organizational redesign; transformed US and Canada operations from independent businesses to integrated regional structure. Synergies reduced costs by 30%.
- Created/implemented comprehensive talent management program supporting headcount growth (x2); shepherded professional development of high potentials and individual development with strong focus improving diversity. Initiative led to creation of ERGs, 30% internal mobility/year and increased diversity.
- Designed/deployed tailor-made HR solutions for Electric Mobility unit (\$100M revenue) and Demand Response Unit (Electric Grid Management), leading to sustained business growth and innovation.
- New global strategy (introduced in 2024); led to major resizing of US operations, resulting in 60% headcount reduction. Reorganization implemented without any business disruption.

GRIFOLS, Los Angeles, CA & Raleigh, NC

2014-2019

Spanish biotech with 18K US employees, 4 manufacturing sites, and \$4.5B in US revenue.

Vice President of Human Resources, North America

Reported to US CEO & Global CHRO. Responsible for successfully transforming HR strategy for Plasma Collection Unit (11K employees and 300 Donor Centers). Managed direct team of 140 and budget of \$350M.

- HR programs led to significant turnover reduction, budget overachievement, and business growth of 30% /year.
- Redesigned/implemented hybrid talent attraction model with partial outsourcing. Reduced time to fill positions by 50% using 100% digital process. Improved social media presence, over-delivering on expectations with hard to fill medical roles. Program supported 7 K hires per year.
- Led leadership development strategy focused on growing a strong middle management team with outstanding people and customer service skills. Created tailor-made talent management platform fostering advancement at a global level (Spain and US) in partnership with Georgetown and IESE Business Schools.
- Revamped compensation and benefits programs providing more agile and competitive recognition. Introduced Long Term Comp plan for US commercial group for first time in company history.
- Provided sound advice as HR leader in multiple M&A, due diligence, acquisition, and integration projects.

BOEHRINGER INGELHEIM, (Argentina, Germany, US, Mexico)

2004-2014

German pharmaceutical and biotech with 50K+ employees globally, \$17.5B in revenue, and multiple manufacturing/R&D sites around the world.

Vice President of HR, Latin America (Mexico, 2012-2014)

Reported to Region CEO and Global CHRO. Responsible for increasing development opportunities across Latin America; supported launch of new product line (Oncology), and strengthened HR programs and talent pipeline. Union relations across the region.

- Furnished strategic and operational support to business start-up across Latin America. Designed organizational structure, incentive, and recruiting programs. On-time product launch.
- Increased talent development by connecting high potential with regional/global opportunities. Increased regional assignments by 200% with no additional cost to business.

Vice President Talent Management, Global Project, COE Lead (Ridgefield, CT, 2009-2012)

Reported to Global CHRO. Responsible for successfully designing/rolling out new Talent Management program. Managed global team of 25 and budget of \$10M.

- Conducted thorough global diagnosis and external practices benchmark, designed a new corporate talent management platform. Program led to 50% increase on international assignments (2011) with more than 80% of strategic roles filled with high potentials.
- Designed and deployed new talent acquisition process based on segmentation of recruiting needs. Introduced technology (TALEO ATS) and hybrid model involving internal and external resources.
- Conceived Global Leadership Program with INSEAD (France) for top 300 senior executives; as well as regional programs (Americas, Europe, Asia) with Duke CE.

South America HR and Legal Director (Argentina, 2004-2008)

Reported to Region President & Global CHRO. Played key role in design/roll out of regional organization. Managed team of 55 and budget of \$15M. Union relations across the region.

- Designed regional organization that became model for company around the globe.
- Received 6-month assignment in Germany.

ADDITIONAL EXPERIENCE

With a career that began as a Leadership Development Supervisor at **Ford Motor Company**, taking on additional responsibilities consistently led to promotions to higher levels in every organization served — including **Monsanto** as Regional Comp and Benefits Manager, Industrial Relations Manager, and HR Manager; and then **Pfizer** as HR Director in South America.

EDUCATION

Positive Psychology	University of Pennsylvania (Ongoing).
Executive Coaching	Williams James College, Boston, MA
Master of Business Administration (MBA)	Universidad del CEMA, Argentina
Attorney of Labor Law and Industrial Relations	University of Buenos Aires, Argentina
Grifols International Leadership Program	IESE (Barcelona) and Georgetown University, Washington DC
Boehringer Ingelheim Senior Leadership Program	INSEAD, Paris and Shanghai
Pfizer Leadership Program,	Harvard Business School, Cambridge, MA
Business Administration & Leadership Program	Universidad Austral, Argentina
Senior Executive Program in HR Management	University of Michigan, Ross School of Business, MI
Baccalaureat Diploma, French High School,	Universite de Nantes, France

VOLUNTEER/MEMBERSHIPS

North Carolina Works Commission, Governor's Appointee 2018-2019
Cielo Recruiting, Advisory Board Member, Advisor to Cielo's Executive Board 2019