

# TOBI OGUNDUNMADE

## SENIOR PEOPLE PARTNER

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### PROFILE

Senior People Partner with 8+ years' experience operating as a strategic advisor and commercial operator embedded alongside VP and C-suite leaders in fast-growth, globally distributed tech businesses. Equally at home in the boardroom and the detail — leading headcount planning, organisational design and performance strategy one moment, resolving a complex ER matter the next. Brings genuine commercial instinct: consistently translates people decisions into revenue, retention and cost outcomes that leaders care about. Known for building trust quickly at senior levels, coaching high-performing teams through ambiguity and change, and delivering impact that outlasts the engagement. A commercially-minded partner who hits the ground running and operates with the urgency a scaling business demands.

### CORE COMPETENCIES

Strategic People Partnering (VP & C-Suite) · Organisational Design & Workforce Planning · Performance Management & Calibration · Succession Planning & Talent Development · Commercial People Strategy · Headcount & Budget Management · Change Management & Restructuring · Complex Employee Relations · Manager & Leadership Coaching · People Analytics & Data-Driven Decisions · HRIS Implementation · Compensation & Reward · Scaling & High-Growth Environments · UK/EU Employment Law

### EXPERIENCE

#### People Consultant (Contract) | Civil Aviation Authority, UK

Mar 2026 – Present

Embedded people consultant at the UK's aviation regulatory body — delivering strategic HR consultancy across employee relations, manager coaching, policy and organisational change in a regulated, mission-critical environment.

- **Complex ER & legal risk:** Leading and advising on high-risk, legally complex ER cases including disciplinaries, grievances, performance management, TUPE and redundancy — applying sound judgement and current employment law knowledge at pace.
- **Leadership coaching:** Coaching and building the confidence of senior managers and leaders through complex people situations, providing pragmatic guidance that enables decisive, compliant action.

#### People Partner – International (Contract) | Smart Technologies, UK/Canada

Sep 2024 – Sep 2025

Strategic People Partner and primary HR point of contact for 200+ employees across 17 countries (12 established entities, 5 EOR) for \$244+ ARR Ed-Tech organisation. Directly partnered with VP International Sales and senior leadership on commercial strategy, organisational design and people performance.

- **VP-level strategic partnering & commercial impact:** Partnered directly with VP International Sales on ANZ business unit turnaround — led AMEA team restructure through workforce planning, talent strategy and change management. Contributed to business shift from 12% under sales target to 40% YoY growth trajectory, supporting revenue growth from £2M toward £10M through strategic people decisions.
- **Organisational design & headcount planning:** Led workforce planning and organisational design across international business units; partnered with Finance to optimise a \$6M headcount budget, identifying \$270K in cost savings (4.5%) through strategic resource planning and internal mobility. Negotiated improved EOR rates saving an additional \$45K annually.
- **Performance management & talent calibration:** Drove end-to-end performance management cycles across 17 countries — designed calibration frameworks, led difficult performance conversations with senior leaders and managed underperformance robustly. Improved 12-month retention from 84% to 94% through insight-led talent interventions.
- **Leadership & manager capability:** Designed and delivered capability programme for 25 managers covering performance, feedback and conflict resolution. Improved manager confidence scores by 30 percentage points (58% to 88%). Coached 30+ managers through complex people situations, rated 4.6/5, with 85% reporting improved confidence in handling difficult cases.
- **Complex ER & high-stakes negotiations:** Resolved 85% of complex ER cases in-house — including disciplinaries, grievances, redundancies, PIPs and mutual separations — saving an estimated £96K in external legal costs across

12 exits. Navigated works council consultations across DACH region and maintained 100% compliance across 15 jurisdictions.

- **Change management & restructuring:** Led multiple organisational restructures and change programmes across international business units — managing stakeholder communications, workforce planning, talent retention and cultural continuity throughout. Established HR infrastructure for new entity launches in India, Mexico and Saudi Arabia, reducing time-to-hire from 5 months to 2 months.
- **People analytics & commercial reporting:** Used people data to identify trends, model retention scenarios and provide commercially framed recommendations to senior leadership — translating HR metrics into the language of revenue, cost and business risk. Supported 90%+ of senior leadership decisions with data-driven people insights.
- **Compensation strategy & reward:** Led annual compensation and benefits review cycle; benchmarked using Comptryx data, corrected 15+ pay equity issues, improved benefits understanding by 60 percentage points (35% to 95%) and increased voluntary participation by 35%.

### Group HR Manager (Contract) | Legal & General, Hove, UK

Nov 2022 – Jan 2024

*Senior HR generalist partnering with leadership across 10,000 APAC and EMEA employees at FTSE100 financial services business. Led strategic people initiatives across workforce planning, OD, compensation and HR transformation across 8 subsidiaries and 3 acquired businesses.*

- **Senior leadership partnering & OD:** Partnered with senior leaders across APAC and EMEA on workforce planning, organisational design and people strategy. Contributed people analytics insights that supported 90% of HR leadership decisions (up from 40%).
- **Performance, calibration & succession:** Designed and delivered manager toolkit and training for 100+ managers covering performance reviews, calibration, difficult conversations and compliance. Improved manager effectiveness ratings by 25 percentage points (62% to 87% in 360-degree feedback).
- **Compensation harmonisation & headcount budget:** Led compensation harmonisation across 8 subsidiaries — corrected 25+ pay disparities, implemented standardised job levelling and pay bands. Managed annual review cycle for 10,000 employees partnering with Finance on £450M salary budget. Negotiated benefits rates saving £180K annually.
- **Change, restructuring & policy:** Led HR workstream across post-acquisition integration, eliminating 15 policy frameworks, reducing exceptions by 60% and cutting HR query volume by 30%. Enhanced headcount budget forecasting accuracy from 75% to 95%.
- **People analytics programme:** Established KPI dashboards tracking headcount, attrition, time-to-hire and diversity metrics — enabling evidence-based strategic decisions and trend identification for senior leadership.
- **HR transformation:** Led global ATS (SmartRecruiter) and HCM (Oracle) implementation as solo project lead. Migrated 10,000 employee records at 97% accuracy, integrated payroll feeds across 15 entities and reduced manual processing time by 35% (15 hours/week capacity gain).

### HR Manager / Operations Associate | Steer73, London (Remote)

Oct 2019 – Aug 2022

*Strategic and operational HR lead at fast-growth digital transformation agency. Reported directly to COO. Built entire people function from scratch and enabled 150% headcount growth (20 to 50 employees) alongside revenue growth from £500K to £2M+.*

- **Strategic partnering with COO & senior leadership:** Served as sole HR advisor to COO and executive team on all people strategy, organisational design, succession and commercial talent decisions. Designed and led restructure from flat to matrix structure — facilitated 14 promotions and achieved 90% employee approval.
- **Commercial retention impact:** Achieved 91% second-year retention (26 percentage points above 65% UK tech industry average), saving an estimated £165K in replacement costs. Reduced time-to-client-billability from 6 weeks to 2 weeks (67% reduction), improving client billing hours at the 3-month mark by 40% and increasing client satisfaction scores by 15 percentage points.
- **Manager coaching & leadership development:** Coached 12 first-time managers on performance management, conflict resolution and leadership effectiveness. Improved manager capability scores by 40 percentage points (52% to 92% in team feedback).
- **Compensation, pay equity & workforce planning:** Designed compensation strategy from scratch; closed gender pay gap from 12% to 3% over 18 months through systematic reviews. Built benefits programme achieving 95% satisfaction (vs. 68% industry benchmark).
- **Talent acquisition & D&I:** Hired 20+ employees as standalone recruiter with 85% exceeding performance expectations at six-month review. Increased underrepresented hires by 45% through blind CV screening and unconscious bias training.

## EARLIER EXPERIENCE

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**HR Manager (Contract) | Sawyer & Co / Fine & Country, Brighton**

*Mar – Oct 2019*

Established standalone HR function for 50+ employee estate agency group. Overhauled employment policies ensuring UK employment law compliance, mitigating £120K+ tribunal exposure. Designed 90-day onboarding programme improving sales hire retention from 70% to 91%.

**HR Advisor (Contract) | Ipsos Mori, London**

*Jan – Aug 2018*

Supported employee lifecycle, wellbeing and engagement for 500+ employees across 8 countries. Handled 200+ employee enquiries weekly with 95% satisfaction rate. Designed engagement strategy driving 30% improvement in transparency scores.

**HR Business Partner | Dunmade Associates, London**

*Apr 2016 – Jan 2018*

Progressed from L&D Administrator to HRBP at international accounting firm. Reduced attrition from 24% to 8% over 18 months through targeted retention strategy. Achieved 60% cost savings across recruitment and onboarding; improved payroll accuracy by 20%.

**VOLUNTARY LEADERSHIP**

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**Head of People | Y4Y (formerly Teenage Helpline)**

*Apr – Nov 2024*

Directed 6-person HR, L&D and TA team at youth mental health charity. Led people analytics, leadership development, wellbeing and DE&I initiatives. Improved volunteer retention by 35% through enhanced management frameworks.

**EDUCATION & PROFESSIONAL DEVELOPMENT**

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**CIPD Level 5 Diploma in People Management** – StaySharp (In Progress, expected completion 2027)

**SYSTEMS & TECHNICAL SKILLS**

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<b>HRIS / HCM</b>	SageHR · BambooHR · Bob · Oracle MyHR · Dayforce · Resourcelink
<b>ATS</b>	Workable · SmartRecruiter · Greenhouse · TeamTailor · LinkedIn Recruiter
<b>EOR &amp; Global</b>	Deel · Remote · Velocity Global · Oyster · Safeguard Global · Omnipresent
<b>Comp &amp; Analytics</b>	Comptryx · PayScale · Excel (Advanced) · Power BI · Tableau
<b>Project Tools</b>	Jira · ServiceNow · Monday.com · Notion · Power Automate