

STEPHANIE ZHAO

INDEPENDENT HR CONSULTANT

20 years of hands-on HR practice across corporate and consulting roles



Email hr@starwingroup.com **Objective** Head of HR / HR Director / HR Consultant

Location Shanghai · available for nationwide travel and on-site engagements

Education

Shanghai University of Finance and Economics · Economic Law Bachelor of Laws | Sep 2003 – Jul 2006

Shanghai Jiao Tong University – KEDGE Business School (France) Master of Business Administration (MBA) | Nov 2023 – Nov 2025

Core Expertise (Six Practice Modules)

Workforce Reduction & Optimization

Compensation Structure Design

Competency Modeling

Talent Review

Specialized Talent Search

HR Digitalization

Full-spectrum organization and talent practice: building job-level and broadband compensation frameworks from 0 to 1, competency modeling and talent review, assessment-center (AC) evaluation and high-potential identification, program management of mass and executive separations, through to HR SaaS and Feishu-based digitalization. Equally comfortable diagnosing from an external consultant's perspective and driving solutions to full implementation inside the company.

Profile

20 years of front-line HR practice across several companies, rising to Head of HR at a technology venture and investment group — carrying the entire journey from zero to scale personally. Early immersion in the rapid expansion of internet and technology companies, through stages where organizations reshaped faster than policies could be written, built the ability to stand up systems under uncertainty; dual corporate and consulting experience forged strong adaptability and resilience. Equally able to build HR systems from scratch to full operation and to partner with companies as an external consultant.

Professional Experience

Starwin Group (technology venture & investment group)

Apr 2017 – Nov 2025

HR & Administration Director / Head of HR — leading group-wide HR, administration and the CEO's office

A technology venture and investment firm whose portfolio spans licensed traditional finance, Web3, distressed-asset disposal and equity investment (Fin-Tech). As a core driver behind the founder, translated strategy into organizational pathways through the group's transformation from fund-of-funds to a full FinTech–Web3 industry chain.

- **Organization & compensation:** built an agile job-level architecture (four tracks: general / investment-research / technology / operations) and a broadband pay structure from 0 to 1; led the partner program and option pool design.
- **Assessment center (AC):** developed AC instruments and completed one-on-one in-depth assessments of 12 senior executives; adjusted levels and pay accordingly, reducing average cost per head by RMB 10,000 per month.
- **Talent pipeline & training:** led the "Star-Maker" management trainee program (talent-role fit up 40%); organized 20+ training sessions per year with satisfaction above 90%.
- **Rapid hiring for the fintech unit:** supported extreme short-cycle staffing — 11 front-end engineers onboarded within two weeks, securing the on-time launch of a new business line.
- **Performance management:** established KPI/OKR appraisal frameworks, rigidly linking review outcomes to pay and promotion.
- **Global governance:** managed compliance annual audits for 140+ onshore and offshore entities; led overseas assignment and pay restructuring for key talent to the US, Singapore and Hong Kong, China; built an overseas blockchain team from zero.
- **Organization optimization (multiple rounds):** in the 2019 transition, managed consensual separations of 300 employees with zero litigation; led a 400-person optimization during a liquidation-crisis period with a single arbitration case; independently planned the 2024 layoff program with zero arbitrations.

WoWoo HR

Jan 2015 – Apr 2017

HR Manager — core member of an HR SaaS unicorn backed by Alibaba DingTalk

- Reshaped the job-level framework and staffing plan for the Customer Service business unit; built a monthly performance system combining 360-degree reviews with KPIs, directly linked to pay.
- Founded the Shared Services business unit, managing social insurance, benefits and payroll reporting for 200 corporate clients and 2,000 employees nationwide; reconciled supplier payments to a balanced position.
- Partnered with the product team on HR SaaS feature iteration and defect fixes, driving productized delivery.

HDGE (a GE–Huadian joint venture)

Aug 2013 – Aug 2014

HR Supervisor — disciplined, process-driven training within an SOE context

- Owned payroll calculation, individual income tax filing and labor-cost budget control; gained hands-on practice with GE's talent assessment and pay-setting methodology.
- Refined company-wide HR policies and work standards covering performance appraisal and leave management; maintained the E-HR (Oracle) system.

FESCO Adecco

Feb 2009 – Aug 2013

Team Leader, National Payroll SSC / C&B Supervisor — led a 6-person team running national payroll for a workforce of thousands

- Delivered nationwide payroll, benefits disbursement and financial write-off for thousands of employees with consistently high accuracy; provided full-lifecycle service to key accounts, leading salary-review mechanisms and the design of performance and onboarding/offboarding processes.
- Handled a high volume of complex labor-dispute early warnings, building a solid payroll compliance foundation; organized 3+ campus recruitment fairs per year.
- Supported the 2009 Youth Professional Internship program (government-backed) and provided C&B consulting for the German, Belgian and Italian pavilions and the Coca-Cola corporate pavilion at Expo 2010 Shanghai.

Independent Consulting Projects (Jul 2025 – Present)

Practicing as an independent consultant while also serving as a senior consultant with consulting firms on separation services, providing project-based organization and talent services to state-owned, private, foreign-invested and early-stage companies. All cases below are anonymized.

Delivered

An AIGC overseas content company · C-level executive optimization & foundational HR policy build

Delivered · Jul 2025 – Nov 2025

As optimization consultant, managed the smooth exit of a C-level executive and built the company's foundational HR management system (employee handbook, compensation policy, job architecture) from 0 to 1 — all fully delivered.

- C-level transition completed smoothly — zero arbitration, zero disputes;
- Delivered the foundational HR management system (employee handbook, compensation & incentive policy, job description architecture);
- Closed-loop compliant HR processes in place; the company now operates independently.

A foreign-invested biopharmaceutical group · China-wide organization optimization (two rounds of mass separation support)

Delivered · Aug 2025 – Nov 2025

As senior consultant for a third-party separation provider, led end-to-end program management of two rounds of large-scale organization optimization across China (multiple cities in parallel), all resolved through consensual means.

- 800+ employees across two rounds completed smoothly, with only 2 unilateral terminations;
- Delivered the full suite of consensual-separation documentation and communication scripts, with 100% policy consistency;
- Zero group incidents throughout; brand reputation and business operations transitioned steadily.

A licensed private fund · full-module HR partnership (including Hong Kong HR)

Delivered · Oct 2025 – Jan 2026

Built a full-module HR system from 0 to 1 on a partnership model (recruiting, compensation & incentives, employee handbook, job descriptions), and implemented Hong Kong entity HR and work-visa compliance.

- Produced the Employee Handbook and the Fund Sales Compensation Policy (finalized with lawyer review);
- Delivered 5+ job-specific working guides and a complete set of HR document templates;
- Built a stable sales team from 0 to 1; Hong Kong HR and work-visa compliance in place.

A foreign-invested fire equipment group · regional mass separation service

Delivered · Apr 2026 – Jun 2026

As senior consultant for a third-party separation provider, led full-cycle program management of a regional mass separation; project closed.

- Multi-batch regional optimization completed smoothly with zero group incidents;
- Delivered the full set of consensual-separation documentation and communication scripts, with 100% policy consistency;
- Compensation cost modeling and compliant agreement texts delivered; project closed on schedule.

Ongoing

An AIGC overseas content company · multi-role full-cycle recruiting partnership

Ongoing · since Mar 2026

Recruiting partnership across multiple roles since March 2026 (AI content operations, overseas new media operations, UI/UX, back-end, AI product manager, etc.).

- 2 AI content-operations hires and multiple marketing interns onboarded;
- 800+ resumes screened, with batch evaluation by industry priority and candidate reports delivered;
- Recruiting process playbooks continuously being consolidated.

A city's security services industry · competency framework & standards research for security project management personnel

Final delivery · since Jul 2026

Commissioned by the industry regulator (with the industry association supporting) to build the competency framework for security-service project management personnel, and completed an industry-wide study covering 190 security companies, both state-owned and private (5,800+ valid questionnaires collected); the project is now in final delivery.

- 5,800+ valid questionnaires collected (covering 6 stakeholder groups), with stratified estimation of 620–810 samples at a 95% confidence level;
- 32 in-depth interviews completed: 2 industry expert interviews + 8 rounds of preliminary interviews + 22 behavioral event (BEI) interviews (covering 23 leading companies);
- 10+ deliverables in final handover.

A private food group · agile workforce-optimization support

Ongoing · since Aug 2026

Engaged by a private FMCG food group for "agile support" workforce optimization, building a dual-dimension evaluation system with an assessment center plus a nine-box grid; currently in execution.

- Delivered the Agile Workforce Optimization Plan and the Manager's Talent Review Field Guide;
- Established a daily "traffic-light" interview reporting mechanism and a full set of mutual-separation agreement templates;
- The Workforce Optimization SOP is being consolidated, with multi-department pilots under way.

Proposal Writing Only

A provincial special security services industry · "Three Fixed" compensation system & compliance restructuring proposal

Proposal writing only

Commissioned by a large state-owned special security services enterprise to draft the "Three Fixed" (fixed structure, fixed staffing, fixed pay) compensation system and compliance restructuring proposal; drafting completed (fully anonymized — no confidential information or specific headcounts disclosed).

- Completed the draft "Three Fixed" Compensation System & Compliance Restructuring Proposal;
- Completed the draft Multi-Level Broadband Pay Standard Table and the Job Mapping Matrix;
- Produced the Payroll Package Validation & Dynamic Modeling workbook as an implementation reference framework.

An education technology company · talent growth full-lifecycle SOP digitalization partnership

Proposal writing only

Commissioned by an education technology company to draft a "talent growth full-lifecycle SOP digitalization" plan (capability illustration; does not represent actual delivery status).

- Drafted the Talent Growth Full-Lifecycle SOP Digitalization Partnership Plan;
- Designed a Feishu-based SOP framework covering recruiting / performance / training / PIP end to end;
- Produced the data-dashboard framework and the HR-BP enablement operation manual framework.