Nelli Lakosina

Head of HR & Operations | People & Organizational Development

E-mail: nelli.lakosina@gmail.com / LinkedIn / Portfolio

Key skills: HR Strategy | Talent Management | Performance Management | L&D | Coaching | OKR | Team Management

SUMMARY

I'm an HR and Organizational Development professional with 13+ years of experience helping companies grow, adapt, and build strong people systems. My work sits at the intersection of business needs, organizational design, and leadership development. Over the years, I've built HR functions from scratch, supported international teams, coached managers, and led organizational transformation initiatives across startups, scale-ups, and large corporations. I've worked primarily in remote and distributed teams across multiple countries and time zones. I enjoy working in environments where growth creates new challenges and where thoughtful people practices can make a real business impact. Whether it's building structure, supporting leaders, or helping teams navigate change, my goal is always the same: to create systems that help people and organizations thrive.

PROFESSIONAL EXPERIENCE

E-commerce company (NDA) Remote

Growing e-commerce company, 80 employees

HRD 2022 - present

- Built organizational structure from scratch; designed and implemented onboarding, offboarding, and recruitment processes
- Automated HR operations using Factorial and JazzHR, consolidating employee data into a single system and replacing fragmented spreadsheets
- Led full-cycle recruitment across marketing, product, and tech roles (CMO, developers, designers, analysts, support)
- Reduced onboarding time for Customer Support from 2 weeks to 5 days; decreased payroll-related costs by ~5%

Practicum Remote

One of the largest EdTech companies, 3 000 employees

Business Coach for Engineering Team Leads & HR 2021 - 2026

- Coached engineering team leads on people management, process design, OKR/metrics, Scrum and Agile practices
- Consulted Junior HRs on HR operations and professional development

Chat2Desk Remote

B2B SaaS MarTech platform, 50 employees

HR Manager 2022

- Built HR function from scratch in a company with no existing HR processes, designed recruitment pipeline and performance review system
- Developed corporate competency framework and competency-based assessment; defined behavioural criteria for candidate selection across international markets

SberObrazovanie Remote

EdTech IT startup, 20-250 employees

HR Manager 2021

- Built performance review and grading system from scratch; introduced 9-grid model for effectiveness assessment
- Implemented Codility for technical screening; developed skills matrix for IT roles; filled ~90% of 100 positions in 6 months
- Managed team of 7 (recruiters, sourcers, people partner); trained IT recruiters to Middle level

Koshelek app Remote

FinTech IT company, 50-200 employees

HR Manager 2020

- Redesigned performance review with 9-grid model and OKR; reduced key employee turnover to 0% during project
- Led corporate culture transformation: defined competencies aligned to values, developed Communication Agreements

TransFaire France

Tech Commerce, 100 employees

HR Project Manager 2019 - 2020

- Launched Holacracy transformation: designed roles & metrics, built training program, facilitated all strategic and tactical meetings
- Implemented full budgeting system (payroll, T&D, benefits); enabled remote management during pandemic without efficiency loss

Carlsberg Russia

International brewing corporation, 2 000 employees

HR Team Lead 2016 - 2018

- Managed Internal Trainers School of Eastern Europe: 39 direct reports (Russia, Kazakhstan, Azerbaijan, Belarus, Ukraine)
- Led L&D budget; designed e-learning, MOOCs, business simulations; ran 360-degree competency assessment for management reserve

MegaFon Russia
Federal Telecom, 30 000 employees
HR Project Manager 2010 - 2015

- Coached and trained 2 000+ employees including C-level; managed 8 T&D managers (functional)
- Created onboarding, evaluation, and career development processes from scratch; ran corporate culture transformation project

CO-PROFESSIONAL LEADERSHIP

#IamRemarkable

Dec 2022 - present

- Delivered workshops for women and underrepresented groups on self-promotion and career visibility
- Promoted initiative across professional networks

EDUCATION

Up&Above International Coaching School
Systemic Coaching for Organisations

IGI Partners (France)
Practicien en Holacracy | Management

Erickson College International (ICF)
Coaching & Executive Coaching

Southern Federal University (Russia)
Social Psychology | Postgraduate

Institute of Business, Management and Law (Russia)
Organizational Psychology | Graduated with Honors

SKILLS & TOOLS

HR Systems & ATS: Deel, Factorial, Workable, Jazz HR
Project & Task Management: Jira, Confluence, Notion, ClickUp, Linear
Collaboration & Internal Communication: Slack, Google Workspace, Miro
AI Tools (HR workflows, content, analytics): ChatGPT, Claude, Lovable

ADDITIONAL INFORMATION

Languages: English, French
Hobbies: Contemporary art collector, urban and street art enthusiast for 7+ years