

ANGEELIKA RUUSTALU

Leading organisations through growth and change

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SUMMARY

Senior People & Culture Leader with 12+ years of experience designing and scaling global people strategies and leadership systems for high-growth technology-driven companies. I operate at the intersection of culture and discipline by creating environments where people feel heard and supported, while the organization benefits from clarity, structure, and strong execution.

- 12+ years in People & Culture, 7+ years of direct people leadership
- Partner to CEOs, founders & Management Boards
- Proven experience leading high-growth, product & engineering organizations
- Led global, multi-site organizations across EE, LV, LT, PL, CZ, DE, UK, PT, US
- Prosci® Certified Change Practitioner
- English as primary working language since 2018

EMPLOYMENT HISTORY

Head of People

Inbank

📅 02/2023 - Present

📍 Tallinn | Hybrid leader for Estonia, Latvia, Lithuania, Poland and Czech

Joined to build the People function and prepare the company for international scaling, rapid growth, increased regulatory complexity, and an eventual IPO. Operating as a strategic partner to the CEO and executive team in a high-performance fintech environment while staying deeply connected to teams and hands on with day-to-day people challenges.

- Built the People team and function for multi-country setup creating clarity, trust, and shared ways of working.
 - Defined and executed the People Strategy, including organizational design, capability planning, leadership enablement and culture.
 - Worked hands-on with leaders to navigate change, team redesigns, and growth-related tensions.
 - Partnered with Product & Tech leadership to drive major organizational redesign and change initiatives.
 - Led strategic workforce planning, budgeting, and headcount governance to support rapid growth and financial discipline.
 - Introduced employee listening practices (eNPS, qualitative insights) and turned feedback into concrete actions.
 - Implemented Business Unit Review methodology to connect business performance, team health, and leadership effectiveness.
- Impact: eNPS 34 | -11.8% total annual turnover | -8.3% voluntary turnover | 127 new international hires

Global Head of Learning & Development

Pipedrive

📅 06/2021 - 12/2022

📍 Tallinn | Hybrid leader for Estonia, Latvia, Czech, Germany, UK, Portugal, USA

Responsible for designing and executing Pipedrive's global L&D strategy during a significant scale-up phase across 1100 international employees in 10 offices to enhance performance and career growth.

- Owned global L&D vision, strategy, framework, investment, and roadmap
 - Built and led the global L&D team
 - Designed leadership development and competency frameworks
 - Co-created Global People & Culture Strategy with Chief People Officer
 - Strong focus on developing career growth and succession programs
- Impact: +44% increase in learning accessibility | Onboarding NPS: 82 | Learning NPS: 76 | 87.3% satisfaction with self-development opportunities | 80% awareness of career development possibilities

AREAS OF FOCUS

Change Management

Compensation, Job Architecture & Levelling

Data-Informed Decision Making

Employment Law & Immigration

International HR

Leadership & Culture Development

Organisational Design

Strategic & Operational Planning

Talent & Performance Management

TECH

HR & ATS

BambooHR, SAP, RTIP, Sympa, Greenhouse, Lever, SmartRecruiters, Teamtailor

Design & analytics

Figma, Canva, Tableau

Collaboration

Jira, Asana, Basecamp, Notion, Confluence, Slack, Miro, Pipedrive

EDUCATION

Master of Arts in Social Sciences |
Human Resources Management

GPA

TalTech

4.9 / 5.00

- All subjects passed. Dissertation not submitted.

Bachelor of Arts in Social Sciences
| Political Science, specialisation in
political communication

GPA

4.3 / 5.00

Tallinn University

- Dissertation: "Americanization of Estonian Electoral Campaigns: The Example of Youth Politicians' Campaign Attitudes". Marked B ("very good")

COURSES

Google UX Design Professional Certificate
(250h)

Prosci® Certified Change Practitioner

EMPLOYMENT HISTORY

Global People Operations Manager

Jobbatical

📅 04/2020 - 12/2020 📍 Remote

Led an 8-person team delivering international hiring, relocation and onboarding services for **80+ Estonian technology and start-up companies**. Responsible for the team's strategic leadership, service quality, and overall talent experience. Acted as a subject-matter expert on Estonian immigration policy in national policy discussions.

- Built scalable internal People Ops tools and processes
- Trusted partner for: Twilio, Veriff, Pipedrive, Wise, Monese, etc.

Global People Operations Partner

Jobbatical

📅 07/2018 - 04/2020 📍 Remote

Partnered with Estonian technology companies to hire, onboard, and integrate international talent, overseeing end-to-end HR processes for cross-border employment for **700+ international hires** from 60+ nationalities.

- 100% relocation success rate

Learning & Development Project Manager

Ministry of Finance

📅 03/2016 - 07/2018 📍 Estonia

Led national-scale Learning & Development initiatives for the 115 000-employee Estonian public sector, funded by the European Social Fund (€1.5M).

Responsible for the design and delivery of multiple large-scale development programs, including initiatives focused on middle managers and newly appointed public servants

Learning And Development Manager

Tallinn Prison

📅 08/2015 - 03/2016 📍 Estonia

Built and implemented scalable L&D systems and policies during a fixed-term maternity cover. Strengthened development maturity and ensured compliance for a 550-employee organization.

People Operations Specialist

Tallinn Prison

📅 07/2013 - 08/2015 📍 Estonia

Owned core employee relations, employee experience, HR operations, and policy development for 550 employees. Served as a primary advisor to both employees and leadership on all people matters. Led compensation, performance management, and onboarding processes.

LEADERSHIP PHILOSOPHY



Proactive

Anticipating needs rather than reacting to problems



Measured

Guided by data and outcomes, not assumptions or checklists



Intentional

Designed with purpose, not inherited or improvised



Human

Supportive, fair, and focused on real growth



Strategic

Aligned with how the business truly works



Clear

Grounded in transparent expectations and consistent system

LANGUAGES

Estonian

Native

English

C1

Spanish

B1