

9/24/25: [The Proper Group Welcomes Jennifer Kozel as Executive](#)

# From the Collective: Ideas in Action

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## The Proper Group Welcomes Jennifer Kozel as Executive

September 24, 2025 | Fractional, The Proper Group



Jennifer Kozel, Executive and Fractional Chief Human Resources Officer (CHRO) & Executive Coach at The Proper Group

**Powder Springs, GA – September 2025** — The Proper Group is proud to announce that **Jennifer Kozel** has joined the Collective as an Executive and Fractional Chief Human Resources Officer (CHRO) & Executive Coach.

With more than 25 years of senior HR leadership and nearly two decades as a multi-certified coach, Jennifer brings a rare combination of **transformational leadership, people-first strategy, and operational discipline**. Her career spans Fortune 50 enterprises, private-equity-backed growth companies, and founder-led businesses—where she has consistently turned complexity into clarity and workforce challenges into growth opportunities.

Jennifer is the **Founder & CEO of The Gravara Group, LLC**, a veteran- and woman-owned firm dedicated to building resilient cultures, aligning talent strategy with business goals, and developing future-ready leaders. She has guided organizations through large-scale transformations—from mergers and acquisitions to cultural resets and rapid-growth scaling—always with a focus on sustainable impact.

At The Proper Group, Jennifer will partner with clients to **design resilient people strategies, lead executive coaching engagements, and build cultures of clarity and courage**. She also brings expertise in organizational design, workforce planning, leadership development, and executive retreats—including equine-assisted programs that unlock potential in unique and lasting ways.

🌟 **People Strategist. Transformational Coach. Culture Builder.**

### Categories

**All Posts**

AI by Design

Board Development

CEO by Design

Case Studies

Change Management

Civic By Design

Coaching By Design

Company Announcement

Digital Transformation

Executive Coaching

Fractional

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Innovation

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Newsletter

Operation by Design

Proper By Design

Science by Design

Strategy

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White Paper

Jennifer has spent her career at the intersection of **people, strategy, and transformation**—helping organizations unlock potential during their most critical moments of change. From leading HR for a \$2B enterprise with 2,400+ employees to launching a veteran- and woman-owned consulting firm, her work consistently blends **strategic foresight with human-centered leadership**.

She has guided organizations through cultural transformation, rapid growth, and large-scale operational shifts. At Yancey Bros. Co., she built the company's first employee-centered initiatives, delivering a documented ROI of \$21.6M. She established **Yancey University**, delivering more than 120,000 hours of learning annually, and implemented recognition platforms and career pathing frameworks that strengthened both retention and engagement.

As founder of **The Gravara Group**, Jennifer partners with growth-minded organizations to align talent strategy with business goals and to develop leaders prepared for the future of work. Her approach integrates neuroscience-based coaching, somatic intelligence, and decades of HR experience—helping leaders make decisions with both courage and clarity.

Whether advising executive teams, facilitating leadership offsites, or coaching leaders 1:1, Jennifer thrives in **high-stakes, high-ambiguity environments**. She is known for her ability to balance empathy with grit, strategy with execution, and organizational needs with individual growth.

Unlike many in her field, Jennifer's perspective is shaped not only by corporate leadership but also by her service in the **U.S. Navy** and her background in equine-assisted leadership development. These experiences give her a distinctive lens: one that values discipline, resilience, and authenticity as essential drivers of sustainable success.

"My purpose is to create clarity and inspire courage in leaders—so that businesses, people, and communities thrive together." — Jennifer Kozel

### What Jennifer Does Best

Jennifer Kozel is a **people strategist, transformational coach, and culture builder** with more than 25 years of HR leadership experience across Fortune 50 enterprises, private equity-backed companies, and founder-led businesses. She has led large-scale people transformations, launched enterprise learning systems delivering 120,000+ hours annually, and driven ROI of \$21M+ through employee experience initiatives.

She specializes in:

## Embedded Fractional Leadership

Get the strategic leadership you need—without the cost or ramp-up of full-time hires.

Our embedded executives act as true internal leaders across:

- Human Resources
- Marketing
- Communication
- Scientific/Innovation
- Revenue/Sales
- Development
- Fundraising
- Strategy
- Operations
- Financial
- Risk
- R&D
- Regulatory
- IT
- Legal Advisor

 **We don't consult. We lead.**

## Talent Assessment & Team Optimization


The best strategies fail without the right people in the right seats.


We assess existing teams, optimize structure, and mentor future internal leaders to scale without dependency.


Services include:


- Leadership and team audits
- Org design and restructure
- Talent development and mentorship
- Succession planning


 **We build leadership capacity inside your organization.**


 **People Strategy & Organizational Design** – Building scalable HR infrastructures, job architecture, and compensation frameworks that align talent with strategy.

 **Culture & Engagement** – Designing recognition systems, engagement platforms, and employee-centered initiatives that transform workplaces.

 **Leadership Development & Coaching** – Equipping executives and teams through neuroscience-based coaching and experiential retreats, including equine-assisted programs.

 **Change Leadership** – Guiding organizations through M&A integration, digital transformation, and cultural resets while ensuring measurable business outcomes.

 **Future-Ready Talent Systems** – Scaling acquisition, development, and workforce planning to prepare organizations for tomorrow's challenges.

 Based in Powder Springs, GA – working nationally and globally

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 Learn more: [www.theproper.group](http://www.theproper.group)

## About The Proper Group

The Proper Group is a national executive collective delivering modern leadership through a **Leadership-as-a-Service (LaaS)** model. We embed seasoned C-suite leaders into organizations on a fractional, interim, or project basis—offering executive firepower without the overhead.

Our proprietary **Strategic IP Framework** helps clients align across four pillars: **People. Process. Systems. Strategy.**

The Proper Group brings together top talent across marketing, operations, technology, culture, finance, communications, and more—empowering high-growth and mission-driven organizations to scale with clarity and purpose.

We don't just advise.


We roll up our sleeves, embed with your team, and help you build what's next.

 Learn more: [www.theproper.group](http://www.theproper.group)

## Systems, Process & Technology Optimization

Great leadership only works if the systems behind it do too. We evaluate, architect, and optimize your core operational backbone:

- Systems analysis and implementation
- Tech stack audits and integrations
- Workflow design and SOP development
- People, process, and tech alignment

 **We bridge strategy with seamless execution.**


## Strategic Advisory & IP Development

Leadership-as-a-Service (LaaS) isn't just about embedding talent—it's about embedding scalable strategy.


We build IP models, operating frameworks, and market strategies that unlock long-term growth.

Services include:

- Market strategy and competitive positioning
- Innovation roadmaps
- Playbook and system development
- Strategic IP creation

 **We don't just grow businesses. We build infrastructure for them to scale.**

We embed battle-tested executive leaders with the experience to **execute with urgency, precision, and calm**—and who can mobilize additional fractional support if needed.

 **When the stakes are high and timelines tight, we don't onboard—we go to work.**