

*For use in developing brand-oriented, market-driven themes in resume, correspondence, verbal messaging, interviews, networking, and career management activities.*

## Target

**Title:** VP, Director, Global Program Manager: Sales Comp, Compensation & Rewards

**Secondary/Stretch Areas:** Executive Compensation

**Other Details:** Would enjoy being responsible for a department and/or building a function from scratch with other people who are passionate about employee experience.

## Brand Summary

After 20+ years in HR and Total Rewards, I can tell you unequivocally that memorable user and customer experiences stem from meaningful employee experience. When employees feel valued and build life-changing memories with their employer, they have the tools and the desire to do the same for the people on the receiving end of products and services.

I'm an inventor and collaborator who works with the CEO, senior leadership, and other stakeholders to ensure that employee experience is built intentionally and effectively to support organizational culture and strategy. Having built unified total rewards programs for complex global organizations, upleveled the benchmarks for employee rewards, and built new programs from the ground-up in banking, finance, real estate, technology and healthcare spaces, I'm uniquely prepared to quickly understand and add value in any environment. My insights are particularly meaningful to companies in spaces where employees expect workplaces that support them in being fulfilled individuals who can celebrate a shared culture that aligns with their passions.

While I'm a recognized subject matter expert in all things rewards, that expertise is informed by a working understanding of the Human Resources ecosystem and how each element of Total Rewards, e.g. benefits strategy and administration, executive compensation, HR Operations, organizational design, etc., work together to form the culture which will drive the full employee experience. My own passion for exploring the world and connecting with people around me has proven to be the most significant factor in how I create the value I add to everything I do in the workplace. Having visited 70+ countries, hiked all 7 continents, piloted everything from a motorboat to a private plane and being able to say "Thank you" in 12 languages, my life's experiences are the core of who I am. They have served as a source of living cultural knowledge and powerful inspiration that sparks creativity and enables me to find common ground in ways that have rewarded me in every possible way. It's part of my "magic recipe" that I use to for nearly every aspect of my life, from building a global total reward philosophy, planning an execution strategy or developing an incentive plan that rewards participants with experiences in bold, surprising ways well beyond their expectations.

## Resume Strategy

Something like this strikes a good balance between traditional and info-graphic resumes <https://bit.ly/2MLobiE>. I don't know that we have enough data to put visuals throughout, but we may be able to do an infographic at the top of the first page that encapsulates a lot of what's important. I ask your leeway for this, and any relevant data, as I play around with possibilities.

If we build your brand around experience and surprise, maybe we can tie that into a simple visual about your "field research" in experience and surprise that includes things like: "Pilot since age 16. Visited 70+ countries. Know 'thank you' in 12 languages."

The executive summary will reflect your brand summary above. I suggest having 3-4 career highlights bulleted that give a sense of your best work and why it's relevant. The goal would be that the reader would want to meet you just by reading the top half of the first page. After that, move into your experience. As in the sample, I recommend having "headlines" that both tell the reader what is important about that experience and allow the reader to get the major points upon a first skim of the resume.

As discussed, we'll just list your entrepreneurial years as if you were an independent contractor (no company name) and your client names are confidential. We'll keep your early experience brief but will add in a brief statement of how it informed your leadership today.

The last section will be education, certifications, publications. I probably would take the date off of the publication as it was 23 years ago (man, time flies! Tracy Chapman was on the oldies station today and that blew my mind!).

## Your Brand-Critical, Highly Marketable Attributes

**Employee experience is the centerpiece of business identity and performance, and I understand how to leverage the full rewards ecosystem, using its components to optimize value in surprising ways.** For example, job descriptions and compensation levels are not just “check-the-box” reference documents. With context and training, managers can transform these documents into employee relationship building opportunities that support their efforts to set clear expectations, establish fairness and transparency, and collaborate with them as they pursue development opportunities across the organization. I’ve creatively used rewards levers to do things like built job families and career ladders that purposefully intersect in ways that give employees expanded options for growth and built self-funding “bucket-list” incentive rewards trips that attendees have called “life-changing”. The key is through focus on employee experience we develop memorable, emotionally-charged, moments filled with surprise. With a deep knowledge and alignment with company values, strategy and goals the rewards system can be used to cement loyalty and inspire continued performance excellence.

**I love startup cultures and those where everyone is excited about making a difference.** Life is too short to go to work with people who aren’t passionate about what they’re doing. Passion breeds passion—and if it’s leadership and culture that have fed apathy, I know how to collaborate with partners across HR and, specifically the total rewards function, play a central role in re-igniting the “fire in the belly.” Having built the rewards function from the ground up to redesigning organizations that streamline process and improve efficiency, I’m proud to have played a key role in defining a culture that attracts, motivates and retains the core talent that the company needed for success.

**My approach to leading the rewards function is to be a creative co-conspirator with business, not the “comp police.”** I help build cultures and philosophies that foster teamwork and attract good people. Once onboard, we use tools we’ve built to consciously construct their work experience so that we enhance our ability to retain and support their growth goals as the company matures through each stage of its life cycle. The important element here is that my approach is to work proactively across the organization to identify and address challenges early. This collaboration is key as, in my experience, when a compensation “issue” comes to me, it is not primarily about a number. It’s usually something bigger that requires engagement with a broader set of stakeholders to find out exactly what factors are causing the stress, what’s important to business and employee, and how we resolve in a way that creates employee net promoters.

**I’m agile and creative. I seek to optimize ROI in every way possible.** Whether I’m designing rewards programs—extravagant or shoestring, or using my experience as an entrepreneur, I’m always focused on company goals, employee experience and external market practices to retain top talent with all the rewards tools available, including those that are non-monetary. I ask questions and leverage shared passion to achieve and surpass the desired result. When an innovative approach is needed, I like to invite others to the table for brainstorming and collaboration. These sessions often result in creative ideas like the self-funding rewards programs I built for Intuit or how best to integrate new employees from a recent acquisition.

**I excel at realizing CEO vision by building relationships and trust as an internal expert resource capable of launching new programs while effectively managing change to maintain alignment with global business strategy.** For example, I spearheaded consolidation of sales comp and incentives at Intuit, with two important goals. I needed to, most importantly, create a common sales culture across the company at that time made up of 15 separately operated divisions. At the same time I needed to gain operational efficiencies by consolidating the incentive plan functions of all operating units into a unified program. One element we used to create excitement amongst the challenge of change was to introduce an annual President’s Club sales trip for Intuit to which each unit would send their top performers to experience several days of appreciation and on-on-on time with the executive staff. I used a similar approach with another client where I planted the seeds for a shift in sales culture by designing their rewards program with elements that rewarded teamwork and broader divisional goal attainment to help them shift from a cutthroat, individualist/opportunist mentality to collaborative sales culture.

**I’m an “experience curator”, which has fostered my curiosity and rewarded me with a way to relate to most any person I meet.** I grew up with my boat and my dog exploring the intercoastal waterways of North Carolina. At age 16, I became a 3<sup>rd</sup> generation pilot, following my father and grandfather in the love of flight. I have been fortunate to have traveled to 70+ countries on all 7 continents and am a member of the million-mile club in four airlines. These unique experiences honor me with a gift that enables “out-of-the-box thinking” and a way of creating employee experiences that speak to today’s talent—whether a compensation package that addresses their need for continued development as well as their need for compensation, or a surprise awards ceremony, private parade with marching band down Bourbon Street followed by a jamboree on the field at the Superdome.

**I'm passionate about corporate citizenship, not just to contribute to the community, but to bring more meaning to employees' experience.** For example, when I developed Intuit's President's Club in 2009, we included a community service event in which all attendees helped landscape a school that had been ravaged by Hurricane Katrina 5 years earlier. The spontaneous connection with the children was so strong, that many of the participants were moved to tears onsite. By quickly processing photos from the day and sharing them on the screen at the subsequent gospel brunch, the event became even more of a touchpoint for the kind of difference they were making as Intuit employees. The community service event has remained a key part of the agenda each year since.

**My dedication to clear communication, documentation, and relationship building is an asset in this era of transparency and repairing pay inequality.** Historically, I've invested in these important functions, even having dedicated communications team members on my rewards teams. I'm known for delivering data- and philosophy-based information in a way that is based in storytelling that (hopefully) creates a deeper way of connecting with my audience. As a rewards team, we also use all the tool in our communications arsenal including one-on-one conversations, videos, web portals, flyers, etc. Additionally, I work with closely with key influencers to ensure employees and stakeholders get their facts from the organization, not from the water cooler.

**The concepts I employ, though mostly borne of work in Silicon Valley, have been effective around the world.** In nearly every labor market, there is a keen focus on how to find and retain top talent and companies are throwing money at their engagement problems. But as I work with employers around the globe, I see executives learning that building a business and supportive total rewards strategy with heart matters. It's easy for companies to get caught up in an ineffective spending war with pay. There is always competition to offer the coolest new benefits and perks. Some of these can be effective differentiators, but the key is to stop and deeply understand what is important to their culture and their employees. Among my top goals on any team and at any company is to find creative, data-driven ways to answer those questions and build unique total rewards systems that embody and advance those values.