

PARRISH PULLEN

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San Diego & San Francisco Bay Area

TOTAL REWARDS EXECUTIVE

Innovative Approaches • Values-Driven Cultures • “Wow” Experiences

**Employee Experience is the cornerstone of business identity and performance.
I enable leaders to leverage the full rewards ecosystem to optimize value and results.**

Inventive, collaborative executive who's delivered 20+ years of total rewards and recognition excellence. From startups to global icons, set the standard in the creation of healthy, employee-centric cultures and the profits that emerge from employees who feel as valued as customers. Built program designs focused on attracting and retaining top talent who seek supportive work environments specifically built to create a group of fulfilled individuals celebrating a shared corporate culture.

Philosophy is informed by a deep, global understanding of an employee-focused, total rewards ecosystem as well as the HR generalist role, e.g., organizational design, benefits administration, sales incentives, and executive compensation. Operating in a global environment, employ detailed process thinking with HRIS expertise to optimize efficiency and user experience in any country—from review cycles and open enrollment to board presentations.

**3rd Generation Pilot @ 16
70+ Countries...and counting
“Thank You” in 12 Languages**

My inspiration for employee experience comes out of my own passion for adventure, search for common ground, and joy of delighting people.

Fortune 500 • Startups • Culture Building • Organizational Design • Matrixed & Team Leadership • Global Focus • Total Rewards Compensation & Equity Cycles • Performance Management • Incentive Plans • Recognition Programs • HRIS • People Analytics Business Storytelling • Customized Training • Vendor Relations • Benefits Optimization • Compliance Branded Communications • M&A Due Diligence • Board Reporting • Governance

CAREER HIGHLIGHTS

- ✓ **Added millions of dollars in revenue, strengthened company culture, and advanced business while re-building the total rewards function so it would scale globally.** Improved sales performance by double digits and promoted culture-driving behaviors like collaboration and team focus. Use best practice incentive and recognition plan designs supported by streamlined processes, technology, and thoughtful, branded communications. Developed collaborative relationships with benefits vendors in every region to optimize value and offerings.
- ✓ **Leveraged compensation and recognition programs to unify organizations.** For example, at Intuit, built a new sales operations function to serve the demands of 14+ multinational units and move closer to a singular sales culture. At newly formed Verizon Wireless, collaborated with colleagues to establish a new rewards system and structure to support the global 4-way merger.
- ✓ **Pioneered peak-experience rewards that funded themselves.** Redesigned incentive programs, inspiring sales teams to exceed quotas. High performers earned extraordinary, once-in-a-lifetime travel experiences (budgets up to \$2.5M), resulting in jaw-dropping reactions that ultimately strengthened camaraderie, renewed dedication, and fostered traditions of excellence that continue to grow.

EXECUTIVE LEADERSHIP CONTRIBUTIONS

Independent Total Rewards Executive

2014–Present

Partner to select startup and Fortune 500 clients as advisor and interim executive to provide transformative approaches that support organizational culture and philosophy development with innovative, multi-national, employee-experience centered use of rewards ecosystems. Empower leaders with meaningful analytics for decision-making.

Building Pre-IPO Value and Long-Term Success with Strategic Total Rewards Program

Hired to establish Total Rewards function for a medical technology startup ahead of IPO, acting as Interim Total Rewards leader.

- **Developed total rewards philosophy to align with company values, workplace aspirations, and external market practices.** Deep discussions with founders, board members, and employees produced high quality input from across the company, indicating a need for a more holistic design approach to rewards with greater transparency and tools for individual development, as well as an expanded benefit offering to enhance competitiveness.
- **Collaborated with HRBPs, Talent Acquisition teams, and functional stakeholders to align and synchronize the timing of business events** to yield higher-quality, more efficient review and planning cycles. Other improvements included a refreshed, user-centered salary structure, review and selection of new benefits providers, introduction of tools to empower managers in making data-driven pay decisions, and metrics to improve visibility to top talent through regular review.
- **A robust change-management process focused on individual career growth opportunities** possible with new job family structures that contained “cross-over” points to provide many new career tracks. A semi-annual rewards and performance review cycle was also included in the change initiative. Employee feedback celebrated the new transparency indicating they could “see behind the curtain” for the first time. Senior leaders felt they would be able to leverage the changes to support an improved employer brand.

Independent Total Rewards Executive, continued**Quickly Re-inventing Cultures of Excellence Following Divestitures, Re-orgs**

Hired by executives of 2 newly divested units of a multinational technology company to quickly rebuild rewards programs while focusing on robust support of employees. Goal was to provide an introduction and inclusion in a new culture focused on employee wellbeing and comradery supporting a laser-like focus on progress needed to obtain business targets.

- **Formed worldwide, cross-functional teams** to facilitate the rapid exchange of knowledge and decisions. Putting employee experience at the fore, team optimized rewards programs and built processes for speed. Communications were central and extensive.
- **An experienced-focused integration “playbook” generated excitement and encouraged for goal attainment** as incentive plans solidified. New benefits vendors were selected to handle the now multi-national salesforce.
- **Rewarded top performers with incentive plan culminating in once-in-a-lifetime experiences that drove sales excellence** and influenced corporate culture. One event, a trip to New York, included a private boat cruise and fireworks around the Statue of Liberty, a Broadway review in the iconic Rainbow Room atop Rockefeller Plaza, and an intimate Jazz at Lincoln Center performance by John Legend for the group of 100 employees and their guests.
- **Made the spectacular personal, using multimedia presentations to celebrate the accomplishments of each attendee** and providing attendees with personalized keepsakes to keep the memory and lessons of the events alive. Measurements following the event reflected the multi-dimensional power of recognition programs as well as improved ROI.
- **Deepened commitment to corporate citizenship while enriching rewards experience.** Designed award-winning community service elements that were incorporated into each sales-achiever celebration, inspiring highest-ever event ratings from participants.

Leveraging Incentive Program Creation to Transform Culture for Online Commercial Real Estate Auction Startup

Early-stage online real estate startup needed to structure their sales organization and establish team orientation. Hired to build a high-performing culture from the ground up and counter the individualist, “sharky” environment that had naturally started to emerge.

- **Established self-funding incentive program that encouraged collaboration rather than concerning cutthroat behavior.** Built subjective element into evaluation with team-player and company contributor scores.
- **Designed and executed rewards events that delighted even the highest-earning agents.** Selected special personalized gifts (e.g., engraved Apple watches) that brand-conscious attendees would be proud of. Ensured rare intimate time with senior executives.

Intuit, Mountain View, CA**2002–2014**

DIRECTOR, SALES COMPENSATION & RECOGNITION (2011 – 2014): Tapped by CEO to create a central COE for Sales Operations to provide higher-quality, consistent support and prepare for company growth internationally via acquisition. Creating a new, centralized Sales Comp function, including a cross-organizational governance team, and building repeatable processes with a multi-year planning horizon led to successful integrations, lots of valuable learning, and the establishment of distributed, global sales teams united in a common culture.

Uniting 15 Siloed, Multinational Sales Organizations by Architecting Centralized Sales Comp Center of Excellence

- **Added millions to P&L, unlocking efficiency while spurring growth.** Established SOPs, infrastructure, and embraceable culture. Led collaborative communications, internal PR, and change management initiatives that generated excitement for new sales strategy.
- **Ensured fiscal stewardship and strategic alignment with comp structures built to attract and retain top-caliber talent** in each geographic region. Worked closely with Finance to identify opportunities and build a series of analytics for predicting and monitoring the cost of incentive programs. Realigned equity programs to support new total reward structures.
- **Kept compensation structure simple using documented set of best practice designs** while leveraging HRIS technology. Invested in Sales Comp system that optimized payouts, limited comp plans to 3 measures, and worked with tech team to build mobile app so sales executives could monitor earnings in real time, resolving long-standing and demoralizing confusion about how they were paid.
- **Increased engagement, improved payment accuracy, and spurred greater revenue and profitability.** Acting as a single unit, sharing problems and ideas, it was easy to improve financial tracking and address employee concerns quickly, fairly, and consistently.
- **Paved the way for function success and longevity with team-building and succession planning.** Ultimately created a 14-member multi-national support team with members around the world. Developed a new set of analytics designed to align with standard business cycles, providing greater context and deeper understanding.

DIRECTOR, COMPENSATION & RECOGNITION (2002 – 2011): Hired into a Compensation Manager role by VP of Total Rewards to help build an advanced compensation system that prioritized employee experience above all. Managed the total rewards budget, created infrastructure to support re-imagined, multi-national compensation function. Built high-performing team to support diverse set of business units around the world. Re-examined all vendor relationships (Comp, Benefits, Executive, Recognition, HRIS) for value and creativity. Promoted to Director in 2004, a nod to the increased visibility and value of the Rewards team. Initial focus was developing the organization to align with global strategy and support executive compensation incentives—including program design, compensation committee reporting and refreshed equity programs. Frequently served as total rewards/HR lead in M&A due diligence, executive pay structures and employee integration.

Intuit, continued**Collaborating with VP of Total Rewards to Attract, Retain, and Engage World-Class Talent Pool That Drove Growth**

- **Generated positive associations with compensation revamp across 14 organizations.** Interviewed cross-functional leaders to identify common compensation needs and foster ownership. Developed communications strategy for HRBPs, including clear explanation of best practices and addressing objections. Adapted plan to accommodate ongoing global growth. Up leveled equity program accordingly.
- **Provided global research and developed collaborative relationships with benefits and wellness vendors** to improve and change the focus of delivery to an employee-centric model, deep in communications and experience testing of the products and services offered.
- **Led the integration of total rewards and performance components within HR tech and processes.** Built diverse compensation, incentive, and benefit plans in PeopleSoft, then Workday. Led total rewards, performance comm, and training through each initiative.

Responding to Employees' Need for Consistency, Improving Employee-Manager Relationships and Global Engagement

- **Gave managers tools to apply unified comp system while honoring functional requirements.** Created job families with requirements and comp structures, teaching managers to use them to optimize employee performance, plan their career paths, and participate in transparent, 2-way performance assessments.
- **Incorporated innovative approaches into job family tools,** introducing concept that job families could be built in parallel or with crossover points to promote broader career mobility. Focused on engineering roles for retention and development.
- **Optimized rewards dollars and equity, evangelizing pay-for-performance philosophy** by leading regular compensation reviews.

Development of Creative Solutions That Built Culture, Inspired Loyalty While Adding Millions in Revenue

- **Introduced the first company-wide Sales Club with a unique self-funding design** construct culminating yearly in a 7-figure peak experience designed to create employee awe. By raising the bar from "making quota" to a qualification hurdle of 130% of quota, easily funded program from additional revenue.
- **Used creative expertise to produce one event a participant described as "giving me bucket-list experiences I'd yet to imagine."** Drastically up-leveled vendor's ideation and execution to create a unique Cabo experience adding top popular entertainment and state-of-the-art media to create "wow."
- **In-sourced event management after first year, retaining greater capital for Sales Club features while improving quality and creativity.** Introduced community service element during New Orleans trip featuring landscaping of a school still recovering from Katrina. A Gospel brunch enhanced by photos of the day was followed by a private Mardi Gras-style parade and surprise awards ceremony in the Superdome, complete with marching band and personal jumbotron moments.
- **Added millions of dollars to the bottom line,** with reps who obtain 130%+ quota growing from 100 to 300 in response to increased motivation and culture of uber-high achievement. The shift also improved efficiency of budgeting and planning.
- **Transferred lessons in employee experience from annual trip to core cultural values.** Found ways throughout the year to communicate connection and create special moments that inspired sales team to top performance and made them invested in global Intuit goals.

Sabbatical, 2001: Following completion of Verizon's AirTouch Cellular merger, took a year to travel the world. Visited 7 continents, including a 2-week expedition in Antarctica with National Geographic. Applied elements of travel, wonder, surprise, and the joy of discovery to employee experience philosophy.

Verizon Wireless (formerly AirTouch Cellular), Atlanta, GA & Irvine, CA**1996–2001**

REGIONAL COMPENSATION MANAGER: Brought employee experience mindset to compensation function while deepening the understanding of recognition methods. First based in Atlanta, moved to Amsterdam after selection as interim HR Director for the company's European assets. Returned to Southern California as the need for a more robust comp manager presence developed. Navigated comp integration as 4 global companies merged to form Verizon: worked with counterparts to build common compensation system and related internal communications. During this process, one executive leader quipped, "You're the only comp person I've ever seen who smiles."

Early HR Career in Retail Banking, Atlanta, GA & Jacksonville, FL**1989–1995**

COMPENSATION CONSULTANT AT SUNTRUST BANKS: Applied focused compensation expertise within highly regulated environment.

BARNETT BANKS: Gained real-world foundation as an HR generalist, attending HR training program. Spent 6-12 months in each division of HR, including recruitment, benefits analysis and administration, market pay analysis, executive compensation reporting, and employee relations.

EDUCATION & PROFESSIONAL DEVELOPMENT

BS, Business Administration, University of North Carolina, Kenan-Flagler School of Business, Chapel Hill, NC

From high school embraced diversity of peer group—a mindset that evolved into a passion for corporate diversity and inclusion.

Professional in Human Resources (PHR) from SHRM, **Certified Compensation Professional (CCP)** from World at Work (formerly American Compensation Association), **Certified Incentive Specialist (CIS)** from Society for Incentive Travel Excellence.