

ERICA Y. HOWARD | Developing People, Organizational and Culture Capability

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I help business leaders **develop people, organizations and culture** to best prepare for change. Because change is constant, and usually challenging, I'm a champion for engaging the whole system so every voice is heard. I bring integrated solutions such as leadership assessment and coaching, people development and talent management, organization design and culture change / management, that drive the right behaviors and create the right results.

CAREER TIMELINE AND PROJECT PORTFOLIO

FREELANCE ORGANIZATIONAL EFFECTIVENESS BUSINESS PARTNER

FLYING COLORS, LLC (OWNER) AND PROKO CONSULTING (AFFILIATE)

2015 –

Started Flying Colors to provide on-demand coaching and consulting to organizations creating advantage with people and culture. Project portfolio includes:

- **Leadership Effectiveness.** Assessed C-Level leadership team of a global professional services firm to inform succession decisions and competency-driven development plans; used Hogan Leadership Inventories, interview 360° feedback and career histories interviews; (ongoing) coach executives and entrepreneurs on career fulfillment and performance.
- **Organization Design and Talent Strategy.** Designed and facilitated a 4-day offsite to help CHRO and team define HR operating model (functions, leaders, behaviors); with CHRO crafted 3-year enterprise talent strategy that Board approved upon first review; With information technology leadership team, created organization and capability assessment to guide strategic talent choices in alignment with new organization structure.

DIRECTOR, TALENT, CULTURE AND ORGANIZATIONAL CAPABILITY

ADVANCED MICRO DEVICES, AUSTIN, TEXAS

2011 – 2015

Created integrated solutions to leverage purpose, people and culture for contributive advantage; Managed with \$1mm budget, local team of 4, and global network of 100+ for execution. Select initiatives:

- **Business turnaround in R&D, Sales & Marketing and Supply Chain.** Led change management across multiple business process, system and behavior change efforts designed to collectively lift organizational performance. Conducted change impact and readiness assessments (including organizational culture and employee engagement scans). With workstream teams, created enterprise and local change plans. Provided HR business partners with “change on the go” tools (workshops, collaboration site, knowledge portal). Created employee networks with key talent segments who could both champion and challenge initiatives with project executives. Conducted regular change tracking with surveys, focus groups and crowdsourcing.
- **Culture and Purpose Enablement.** Activated a 3-year purpose and culture transformation journey that (a) created a vision of an ideal future, (b) defined and measured critical behaviors, (c) engaged formal and informal leaders in guiding change and (d) aligned people systems, practices and processes for consistency with change goals. Year over year measures showed observable improvements in customer focus, cross-functional collaboration, employee engagement, employee retention and go-to-market execution.
- **Organization Design.** Partnered with line managers to bring the right questions, conversations, actions and measures to advance design decisions and implementation. Facilitated leadership dialogues and provided playbooks and on-the-go resources to enable managers to drive organizational and talent priorities. Over time, organizations showed more lateral collaboration, regional engagement in decision making, role clarity, speed to decision making and shared accountability for results. Key milestones and supporting activities:
 - *To enable key decisions*
 - With line leadership, employee and customer stakeholders, created capability gap assessment against Jay Galbraith's Star Model
 - Designed 2-day organization design workshop to define future state capabilities/design criteria and resulting organizational model - from structure to talent to change readiness
 - Created “A Day in the Life” global process scenarios to simulate new operating model in practice; defined and solved for “hot issues”; facilitated ongoing conversations to assess progress of change

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- To activate organization for sustainable change
 - Held series of leadership meetings (layers 1 and 2) to problem-solve (current and future anticipated challenges) and “handshake” on short-term wins, accountabilities and measures
 - Created 18-month enterprise plan and harmonized with local organization and talent plans
 - Tracked change effectiveness with survey and roundtables; tracked KPIs

Talent Management. Created C-Level talent strategy and provided global leadership of overall Talent Management architecture for 10,000 employees - included selection, competency management, coaching, strengths-focused performance management and employee engagement measurement. In 2 years, enabled 10% increase in employee engagement, 31% increase in overall retention, 95% key talent retention and 98% of top talent placement in critical roles.

ENGAGEMENT LEADER, TALENT & ORGANIZATION PERFORMANCE

ACCENTURE, ST. LOUIS, MISSOURI

2010 – 2011

Coached clients on driving talent and organizational effectiveness outcomes. Select engagements include:

- **IT Talent Strategy.** Enabled talent strategy for 1000 + SAP workforce to achieve 90% critical skills’ talent retention, post-systems integration. Included competency model and assessment, career paths and workforce supply/demand tools.
- **Supply Chain Business Model Change Management.** Joined steering team to further enable supply chain business model. Facilitated 3-year change journey mapping sessions. Created short-term change plans with functional and regional leads.

SENIOR MANAGER, ORGANIZATIONAL PERFORMANCE SOLUTIONS

MARKETSPHERE CONSULTING, ST. LOUIS, MISSOURI

2006 – 2010

Launched new Organizational Performance practice; built team, methods and processes. Client results include:

- **Finance Talent Management.** Delivered integrated talent management strategy to support future business growth and new operating model. Included competency model, skills assessment and key talent segment development to drive strategy.
- **HR Analytics Strategy.** Defined KPIs in alignment with HR Transformation strategy & processes; developed conceptual design of HR Performance Dashboard that connected business and HR strategy. Sold additional work with this deliverable.

SOLAE, LLC, ST. LOUIS, MISSOURI

ORGANIZATIONAL DEVELOPMENT / TALENT MANAGEMENT LEAD

2005 – 2006

Enabled successful joint venture with leadership and culture development solutions. Select examples:

- Designed/developed and facilitated top-50 leadership development offsite to drive culture and strategy alignment.
- Delivered culture survey, culture development strategy and localized action plans.
- Created competency-based global pay-for-performance management system; launched new technology platform.

OTHER RELEVANT ROLES

1996 - 2005

- Learning and Organizational Development, Edward Jones and Charter Communications
- IT HR Business Partner, Anheuser-Busch InBev (formerly Anheuser Busch Companies)
- Talent Acquisition Partner, Software Engineering at The Boeing Company
- Assessor for Sales Professionals, YP Texas Region Yellow Pages LLC (formerly SWBYP)

EDUCATION

- Master of Arts, Industrial and Organizational Psychology, SIU – Edwardsville, Illinois

CERTIFICATIONS AND ORGANIZATIONAL DEVELOPMENT METHODS

- Advanced Coaching Program™, Corporate Coach University
- Hogan Leadership Inventories, Hogan Assessment Systems
- Myers-Briggs Type Indicator®, Center for Applied Psychological Type
- The PROFILOR®, PDI Ninth House
- Strategic Workforce Planning Certification, Human Capital Institute
- StandOut Strengths Assessment, The Marcus Buckingham Company
- Jay Galbraith’s STAR Model and Kates Kesler 5 Milestones Design Process
- ADKAR, Appreciative Inquiry, and Change Leaders’ Roadmap Methodologies