

ERICA HOWARD

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PEOPLE AND ORGANIZATIONAL PERFORMANCE LEADER – SUMMARY

I help business leaders develop people, organizations and culture in order to create positive change for customers and communities. I believe change happens when the people involved hold the key to their answers - my job is to champion their discovery, creation, and delivery of the solutions they choose. *Key Capabilities:*

Talent Strategy. “All things talent”, including philosophy, operating model, and day to day practices. Delivering differentiating talent outcomes, e.g., accelerated development of women, millennial engagement, key talent retention.

Employee Culture. Articulating and operationalizing employee culture with integrated roadmap of actions, behaviors and key results. Leveraging both employee and customer experience mapping to prioritize culture targets and critical operating behaviors.

Performance Management. Creating performance management systems that drive goal transparency and alignment with frequent, strengths-focused, forward-looking, employee-led conversations.

Organization Design and Change. With a design-thinking approach, engaging teams in creating new capabilities, processes and tools to drive their performance outcomes. Have partnered with HR and IT teams to operationalize new structure and operating model; worked across functions to define and develop capabilities (organization and people) to successfully execute strategy.

CAREER TIMELINE

2015 – Present. Independent Management Consultant. Flying Colors, LLC

Partner with leaders creating advantage with people and culture. Engagement portfolio includes:

- Competency Model development to support values and purpose-driven business transformation, *Confidential Client*
- Culture definition to enable spin-off and transition from a holding to an operating company, *Confidential Client*
- Customer experience change management toolkit, *Brookfield Residential*
- Performance management design and competency model update, *Dropbox*
- Employment branding workshops and team coaching for store owners/operators, *Chick fil a*
- Executive coaching, 360 feedback and assessment for team alignment and successor readiness, *Cigna, Express Scripts, American Society for Plastic Surgeons, Hub International*
- HR operating model and Talent strategy, *PRGX*
- Organization design playbook, Talent assessment, *Nike*
- Change organization “stand-up” and change management roadmap, *The Kellogg Foundation*

2011 – 2015. Director, Talent, Culture and Engagement. Advanced Micro Devices

Enabled extraordinary people and culture performance with two main strategies:

- **Talent Management.** Developed a “best in people” and “best for people” strategy, with a dual focus on employee engagement and well-being, and development of top leadership talent. Managed integration of talent management processes, including employment/employee brand, behavioral competency management, leadership and career coaching, performance management and engagement/culture measurement. In 2 years, enabled a 10% increase in employee engagement, 31% increase in retention, 95% key talent retention and 98% of top talent placement in critical roles.
- **Culture Enablement.** Activated culture transformation with employee survey feedback, executive team alignment and a multi-year execution plan. Accelerated culture targets by aligning people systems, practices and processes to teach, reinforce and reward culture-enabling mindsets and behaviors. Early measures showed increases in employee performance, employee engagement and company reputation.

2010 – 2011. Manager, Talent & Organization Performance. Accenture

Coached clients on driving talent and organizational effectiveness outcomes.

- **Employee Experience.** Created tools to elevate the employee experience and to achieve 90% retention for a 1000-person IT organization. Included employee value proposition messaging, career maps, competency model and assessment, and workforce supply/demand tools. *Cargill*
- **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. *Nike*

2006 – 2010. Practice Leader, Organizational Performance Solutions. MarketSphere Consulting (legacy Arthur Andersen)

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. *Westinghouse*
- **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. *Alcoa*

2005 – 2006. Manager, Organizational Development and Talent Management. The Solae Company

Enabled successful joint venture with leadership and culture development initiatives:

- Top 50 leadership development curriculum that created a shared leadership model
- Global culture survey that articulated “to-be” culture and operating behaviors
- Developed learning maps to create a shared understanding of internal business functions and customer impact

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 Science, Industrial and Organizational Psychology, SIU – Edwardsville, Illinois
- Bachelor of Arts, Psychology with English Literature (minor), SIU – Edwardsville, Illinois

CERTIFICATIONS AND METHODOLOGIES

- 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 Korn Ferry
- Strategic Workforce Planning Certification, Human Capital Institute
- StandOut Strengths Assessment, The Marcus Buckingham Company, an ADP Company
- Jay Galbraith’s STAR Model and Kates Kesler 5 Milestones Design Process
- ADKAR, Appreciative Inquiry, and Change Leaders’ Roadmap Methodologies