LIESA TAYLOR

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ORGANIZATION EFFECTIVENESS CONSULTANT

I increase the effectiveness of leaders, teams, and organizations by aligning people practices to business strategy. I have partnered with C-suite executives and first-line managers and can tailor my approach to either.

AREAS OF EXPERTISE

Talent Management	Performance Management
Succession Planning	Values Definition & Reinforcement
Organization Culture Assessment & Development	Organization Change Management
Organization Design	Leadership & Team Development
Learning & Development	Recruitment & Selection
Employee Communications	Workforce Planning & Analytics

PROFESSIONAL EXPERIENCE

HuWork (formerly known as Taylor Advisory Group) | Denver | 2013-present

We help talented people improve their results and their happiness, and we help organizations be the place those people want to work.

Partner & Consultant

Some of my projects include:

$1.6B Global Software Company

- Prepared succession plans for C-level roles. Partnered with successors to create individual development plans to prepare them for identified roles. Returned to update succession plans in subsequent years.

$30B Consumer Packaged Goods Company

- Built a custom change management framework for effectively leading people, process, and technology change.

- Used the framework to support an 18-month global business process outsourcing program. Traveled to Dubai to turnaround a failing client-service situation; terminated existing sub-contractor and developed the change management strategy the client expected. On-boarded a new sub-contractor to carry out the agreed strategy.

- Designed team effectiveness workshops (change management, role & responsibility clarification, team effectiveness).

$1B Electric Utility

- Interviewed executive team and representative managers to identify formal and informal practices that held the organization back from high performance.

- Designed and facilitated a one-day workshop to share insights and provocations with the executive team. Together, defined new ways of working.

- Launched new ways of working to the organization through a series of meetings, short videos, and an all-employee workshop which I designed and delivered. Client feedback: workshop was the best employee development program they had ever held.

- Measured performance against new ways of working using a diagnostic tool I designed.

State Government Agency

- Designed and facilitated a one-day retreat for the leadership team to help them understand the benefits of a strong culture; consider what high performance means to them; identify and align on behavioral expectations for staff; and identify the stories, routines, structures, systems, and symbols that influence those behaviors so they could intentionally make adjustments to support their desired culture.

$90M Agriculture Business

- Facilitated 360 evaluations for all managers; coached managers using evaluation results. Advised board of directors on strengths and development areas of the management team.

- Advised executive team and board of directors on projects including HR systems selection, structure and compensation design for the board of directors, and employee engagement.

- Designed and delivered a series of virtual workshops to build manager skills.

$4M Nonprofit Association

- Serve as fractional head of HR for a global nonprofit association that promotes the financial planning profession. Coach CEO on personal effectiveness, team effectiveness, talent management, and succession planning.

- Coordinate and advise the compensation and succession planning committee of the board of directors. Liaise with board of directors, external counsel, and CEO to negotiate CEO contract.

Hewlett Packard │ Denver │ 2009-2013

HP is a Fortune 15 company and the world's largest provider of information technology infrastructure, software, services, and solutions.

HR Vice President, Marketing & Communications

I built and led the HR team supporting newly-centralized functions of marketing & communications. We supported 2,500 employees globally. My accomplishments include:

- Developed organization structure and reduced labor costs by 20%.

- Developed the people strategy & priorities and increased employee engagement by eight percentage points in one year.

- Hired and on-boarded senior executives. Negotiated exit for senior executives. Managed associated compensation, communications and legal issues.

HR Senior Manager | HR Director, Technology Services Sales & Operations

I joined HP as a member of the HR team supporting the Technology Services business unit. At the time Technology Services generated over $10 billion in revenue annually, designing and maintaining HP and third-party systems. After one year I was promoted to lead HR for the Technology Services salesforce and operations team, a global workforce of 4,000 employees. My accomplishments include:

- Increased size of salesforce by 20% over nine months world-wide.

- Identified that new sales reps completing on-boarding programs closed their first three deals in 17 fewer days and had nine percentage points higher quota achievement than reps who didn't participate. Increased on-boarding completion rates from 25% to 75%.

- Created analytical model to rank sales rep performance and implemented model world-wide. Identified and managed out the bottom 8% of the salesforce over nine months. Program was in place & effective for two full years when I left this role.

- Led employee reward programs including salary increase, bonus, and equity compensation programs for groups as large as 2,000 employees across more than 25 countries.

- Increased engagement of operations workforce four percentage points through tactics to develop employees, maximize pay-for-performance opportunities, and improve processes that frustrated employees.

Sun Microsystems (now Oracle) | Palo Alto, Boston, and Denver | 2001-2009

HR Generalist | HR Manager | HR Senior Manager, Services Division

Sun Microsystems provided hardware, software, and services that powered the world's datacenters. I led HR for various segments of Sun's Services business including sales, marketing, technical support, and Sun's leasing business. At the time, Sun's Services business generated $5 billion annually and I supported global teams as large as 2,000 employees. My accomplishments include:

- Led the HR integration of MySQL's services business following Sun's acquisition of MySQL (95 employees in 23 countries).

- Developed workforce strategy for outsourcing portions of Sun's technical support call centers.

Deloitte Consulting | Cincinnati | 1997-2000

Business Analyst | Associate Consultant

At the time, Deloitte was a 165,000-employee global professional services firm providing consulting services. I worked in the healthcare, manufacturing, and telecom industries. I received a valuable primer in business basics: how to analyze mounds of data in a spreadsheet or database, how to create a concise professional presentation, how to cut through complexity and identify what is most important. I also discovered my passion for work at the intersection of business and human behavior.

EDUCATION

Stanford University | Master of Business Administration | Palo Alto | 2002

Miami University | BS Economics | Oxford, Ohio | 1997

Summa cum Laude, Phi Beta Kappa, National Merit Scholar, Rowing Club

PUBLICATIONS

Forbes |
- "Get Savvy About Selecting Talent." 12 October 2017
- "A Powerful Leadership Development Strategy Your Company May Have Overlooked." 15 May 2017
- "Unhappy with Your Job Opportunities? Join the Gig Economy." 24 February 2017
- "The Gig Economy: Your Ticket to Sourcing Top Talent." 25 January 2017
- "Just Because You Can Hire and Fire People Doesn't Mean You Can Get the Job Done." 5 December 2016

CERTIFICATIONS

Hogan Assessments | Certified Consultant

Lominger Leadership Architect | Certified Facilitator

Korn Ferry 360 | Certified Facilitator

INTERESTS

University of Denver Adjunct Faculty | Denver | 2005-2010

I taught courses in the University of Denver's HR masters program, including Functional Areas of Human Resources, HR Foundations & Practice, and Problem Solving in HR.