

LIESA TAYLOR

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ORGANIZATION DEVELOPMENT & HUMAN RESOURCES

I am an organization development (OD) and human resources (HR) consultant. I focus my work on increasing 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

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| Leadership & Team Development | Talent Management & Succession Planning |
| Organization Culture Assessment & Development | Organization Change Management |
| Organization Design | Performance Management |
| Learning & Development | Recruitment & Selection |
| Employee Communications | Workforce Planning & Analytics |
| Compensation Strategy | Retention Program Design |

PROFESSIONAL EXPERIENCE

Taylor Advisory Group | Denver | 2013-present

I founded Taylor Advisory Group to provide OD/HR consulting to businesses and non-profits. Some of my projects include:

\$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. At one point, traveled to Dubai to turnaround a failing client-service situation. Terminated existing sub-contractor. 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 & Regional Office of Global Automotive Company

- Assessed the current strategic context, structure, processes, rewards, culture, and behavior norms to identify formal and informal practices that held the organizations back from high performance.
- Using qualitative and quantitative research, shed light on the impact of intentional (and unintentional) choices the organizations had made.
- Designed and facilitated a one-day workshop to share insights and provocations with the executive teams. Together, identified adjustments to better align strategy, structure, process, rewards, and culture.
- With a focus on culture, launched new behavior expectations to the organizations through a series of meetings, short videos, and an all-employee workshop which I designed and delivered. One client's feedback: workshop was the best employee development program she could remember.
- Measured performance against new behavior expectations over a two-year period.

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.

\$200M 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.

\$4M Nonprofit Association

- Served as fractional head of HR for a global nonprofit association that promotes the financial planning profession. Coached CEO on personal effectiveness, team effectiveness, talent management, and succession planning.
- Coordinated and advised the compensation and succession planning committee of the board of directors.
- Liaised 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.
- Developed and implemented a talent management strategy for the global services sales force. Identified high performing and high potential leaders and carefully managed their development. Identified successors for key positions.
- 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

Forbes | "A Powerful Leadership Development Strategy Your Company May Have Overlooked" 5 May 2017

Forbes | "Unhappy With Your Job Opportunities? Join the Gig Economy." 24 February 2017.

Forbes | "The Gig Economy: Your Ticket to Sourcing Top Talent." 25 January 2017.

Forbes | "Just Because You Can Hire And Fire People Doesn't Mean You Can Get The Job Done." 5 December 2016

CERTIFICATIONS

Positive Psychology

Lominger Leadership Architect | Certified Facilitator

Myers Brigs Type Indicator | 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.

Runner | Swimmer | Nordic Skier

I enjoy training for and occasionally competing in local athletic events.