

SARAH SMITH M.A.

HUMAN RESOURCES EXECUTIVE, GLOBAL & DOMESTIC

CONTACT

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HR GOVERNANCE

- Board Formation
- HR Mergers & Acquisitions
- Crisis Management
- Standardization of Policies & Procedures
- HR diligence across distinct global cultures, including Asia Pacific, Middle East and Africa, and Europe

HR TRANSFORMATION

- Culture Assessment & Creation
- Creative Compensation & Profit Sharing Strategies
- Bold solutions to talent shortages including local university / training development for direct sourcing
- Strategic talent strategies, including cross training of valued talent across global entities
- High touch M&A diligence leading to process acceleration with successful outcomes and immediate returns

SELECT ACHIEVEMENTS

- HR Globalization effort resulting in increased profits by 18% over a 3 year period (~\$400M)
- Global startup growth from 200 to 18K employees; 2 to 41 countries; \$0.2B to \$3.8B rev in 2 years
- Global Integration completed 4 months ahead of schedule, resulting a one time stock increase of 16%

I'm a transformational Human Resource and Change Management Leader with over 25 years serving Global Fortune 500 companies ranging in size from 200 to 320,000 employees. I have led public and private organizations worldwide through times of exponential growth triggering mass scale cultural integrations and HR system upgrades. It's my passion to unleash the best in human beings by designing new era human resource systems that empower limitless inspiration, integration, and creation at all levels of organizational design.

EDUCATION

Master of Organizational Behavior 1983
Marriot Graduate Business School, Brigham Young University – Provo, UT

Bachelor of Arts, Political Science 1977
Brigham Young University – Provo, UT

FUNCTIONAL LEADERSHIP SUMMARY

De Facto CHRO, Global – 11 yrs
VP, Enterprise-Wide HR, Global – 13 yrs
Transformational HR Consultant – 12 yrs

CAREER PATH (Prior Eighteen Years)

Alpha Company – City, ST 2018 - Present
Co-Founder & Managing Director

Beta Company – City, ST 2017 - 2018
Executive Director, Human Resources

Charlie Company – City, ST 2015 - 2016
VP, Human Resources

Delta Company – City, ST 2012 - 2013
VP, Human Resources & China Development Project

Echo Company – City, ST 2008 - 2012
Global VP (SVP), HR Enterprise Business Group
VP, HR, Managed Services (Interim)
VP, Sales & Service, Human Resources

Foxtrot Company – City, ST 2007 - 2008
VP & GM, Human Resources, Talent Management

Golf Company – City, ST 2004 - 2007
VP, Human Resources & Communications
Automated & Controlled Solution Business Group (2006 - 2007)
VP, Talent Management, Organization Development & Learning (2004 - 2006)

PROFESSIONAL EXPERIENCE

ALPHA COMPANY – City, ST

2014 - Present

Independently owned and run Global HR Consulting service that provides foundational and transformational support to global companies in the process of significant growth.

Managing Director, Co-Founder

International consultant providing support to assist global businesses build out and/or transform critical HR functions. Core contracts include:

Saudi Arabia:

- Served as Interim CHRO of privately held \$16B revenue company (healthcare, financial services, IT services and construction) and created first HR Strategy; central focus was on HR strategic development and implementation of cultural alignment across global organization (2013 - 2015)
- Served as CHRO of 430 employee organization and \$47M budget (financial, medical, IT services company); focused on leadership development, M&A integration, compensation & benefits and talent management

Middle East:

- Developed CHRO function for Middle East based global IT/defense company focusing on HR strategy, implementation of HRIS platform, leadership development processes, compensation framework, acquisition and integration of HR systems for two companies, and talent development strategy which resulted in measurable revenue growth by 30% YOY due to high quality hires from the top down based on government study (2019)

Mexico:

- Consulted with large global Mexican company on HR strategy, structure, delivery, processes; M&A process with an emphasis on integration on new European and Brazilian acquisitions; board governance resulting in return on assets within 18 months vs. planned 36 months; and 23% increased efficacy and efficiency of key HR processes (2013-2014)

BETA COMPANY – City, ST

2017 - 2018

Beta Company is a global business IT and consulting company that combines emerging technologies and proven methodologies to tailor cutting edge solutions that propel business forward.

Executive Director, Human Resources

Reporting to the COO, was responsible for the full human resource service line serving 1300 employees. Duties included compensation, benefits, recruitment, staffing, training, performance management, HRIT, executive compensation, OD, Safety, HR infrastructure M&A, employee communications, and leadership development. Oversaw a staff of 25, including 4 direct reports. Budget under management was \$2.5M.

Transformational HR – In support of the integration of multiple businesses into one global company and culture, the HR Strategy involved initiating large scale transformational leadership workshops, the first employee survey that incorporated new corporate cultural values that I helped develop, enhanced leadership coaching, and changes in HR processes that moved culture into strong alignment with business strategy.

Select Achievements:

- Created a global cultural initiative with Chinese, North American and United Kingdom leadership that involved establishing core values and integrating via workshops, values education and events, and employee surveys
- M&A integration for three acquisitions that became template for future acquisitions – including pay off, compensation framework integration, centralization of recruiting with new processes, title and hierarchy structure
- Installation and integration of HRIS systems; served as pilot for global applications

PROFESSIONAL EXPERIENCE

CHARLIE COMPANY – City, ST

2015 - 2016

Charlie Company is a private French company in the market of Global Electrical, Telecom Services. It's a distribution holding company of \$23B revenue, operating in 60 countries, inclusive of 4 regions. The Asian Pacific region is comprised of 43 businesses (electrical supply and consulting services), with a total revenue of \$4.2B.

VP, Human Resources – Asia Pacific Region

Reporting to the CEO of the Asia Pacific Region, held oversight for entire HR service line in support of 4800 employees. Responsibilities included Compensation (region, sales, executive), Organizational Development, HR IT new installation and administration, Performance Management, HR M&A process with templates focusing on integration, and Leadership Development. Oversaw staff of 58, including 11 direct reports over HR service line and international regions (Australia and New Zealand, India, China, Malaysia, Thailand, Korea, Singapore & Indonesia, Japan). Budget under management was \$7.8M.

Transformational HR – Transformed a highly decentralized company of 243 distinct companies across 10 countries into an integrated global company by centralizing the HR service model, including recruiting processes, talent development process, compensation framework, and talent and learning programs.

Select Achievements:

- Developed and installed a succession planning system for top 3 levels of management solving deficit of 138 replacements for positions within two years, dropping the deficit to only 3 positions
- Created and executed business creation and learning development program for leadership candidates that incentivized duplication of successful business models across the enterprise; program was successful in developing business leaders for the future while reducing reluctant turnover of junior executives by 73% within two years; 11 months on average ROI; improved rate of filling succession gaps by 39%
- Installed new compensation framework by region (versus country by country) while retaining flexibility to address local conditions; program resulted in overall hiring and training cost reduction of \$3.2M

DELTA COMPANY – City, ST

2012 - 2013

A \$25B, multi-national company, including 4 businesses: desalination, construction equipment, semiconductors, financial service with 60,000 employees.

VP, Human Resources & China Development Project

Reporting in dual relationship to the SVP of HR and the EVP of China and Developing Regions, was responsible for leading the global enterprise-wide HR service line in service to 12,000 employees. Duties included transitioning leadership from Korean to local Chinese, which involved executing on a culturally aware staffing and executive recruitment strategy within China and India. Served businesses across China, Latin America, Africa, Middle East, and all Asia (except Japan, Korea and Australia). I had a staff of 15 with a \$6.8M budget.

Transformational HR – Created an HR service line focused on empowering a culture of entrepreneurial performance management, leadership development, compensation systems for new small business service development across the region.

Select Achievements:

- Implemented company values initiative across Africa/Middle East, Latin America, and Asia regions with 84% compliance at 1 year check point
- Led multinational leadership development program beginning with China as pilot, encompassing formal leadership program, succession planning, multi-functional, multi-national yearlong work projects
- Hired in excess of 5,000 new employees for new plants, services, and sales across 16 countries

PROFESSIONAL EXPERIENCE

ECHO COMPANY – City, ST

2008 - 2012

Privately held, largest telecom equipment and services company in the world with \$108B revenues, responsible for 37,000 employees in 153 countries in Sales & Service.

Global SVP, HR (De facto CHRO) (2010 - 2012)

Reporting to the President, provided transformational HR design across all functions in service to 135,000 employees. Areas of responsibility included HR Strategy, Talent Management, Benefits, Performance Management, Data and Analytics, Organizational Development and Training, HR M&A, Compensation, Leadership Development, HR Processes and Systems, Employee Branding, Employee Engagement, Team Building, Training, Cross Cultural Training, and HR IT. Served as the representative to government officials, business analysts, and at strategic industry conferences. Served as the head of the employee stock option entity opening eligibility to all employees, worldwide. Staff under management included 260 professionals, with 21 VP level direct reports and 11 Regional VP's of HR. Managed an HR budget of \$52M.

Transformational HR – Created and executed the first HR Strategy at Echo Company leading to clearer alignment of HR to business initiatives which increased profitability by \$32M and revenues by \$~420M. This strategy was formed around establishing cultural cohesion, hiring of qualified local employees who knew the local market, clear alignment of hiring, compensation, and team training that focused on product and industry.

Select Achievements:

- Co-led Global Localization Hiring Program to improve hiring, performance, and retention of valued employees:
 - Improved mix of local employees from 26% to 72%
 - Improved installation, on-going, timeliness and completeness of software updates (measured by IRI), raising service levels from 57% to 79% over three years
 - Improved service levels resulted in an increase of \$0.48-0.53B of profit each year (contributing overall to 18% of company's overall profits during that 3 year period, per KPMG study)
- Co-led reassessment and selection of locations for regional operations in order to improve quality of hiring and accessibility to clients; project resulted in \$12M in cost savings
- Increased employee retention rate for high value employees by 28% by way of implementing a new global profit-sharing program; resulted in an additional 19% employee performance improvement overall over three years (verified by KPMG study)
- Served as the HR leader for M&A due diligence for 4 prospective companies in North America and Europe; included integration of 4,800 employees from Symantec merger with only 140 employees as regrettable loss
- Assisted in creation of first Board of Directors, sourcing and vetting first academic, business (ex-CEO of Sony), financial (President of Goldman Sachs, Asia-Pacific) and governmental representation which improved international favorability ratings by 18% in 2 years

VP, Sales & Service, Human Resources Department (2008-2010)

VP, HR, Managed Services / Interim (2009-2010)

Reporting to the EVP, Sales & Services / CO-CEO, served as VP, Sales & Service (and interim VP of HR for Managed Services) concurrently while serving as Global SVP. Held responsibility for all enterprise-wide human resources functions in service to 38,000 employees. Managed staff of 550, including 21 VP level direct reports. Managed departmental budget of \$73M.

PROFESSIONAL EXPERIENCE

VP, Sales & Service, Human Resources Department (cont)

VP, HR, Managed Services / Interim (cont.)

Transformational HR – Was challenged with creating a global culture shaped around sales and service levels that could compete with European and American companies. Focused on measuring and improving performance from contracts to service maintenance upgrades and hiring and retaining locally experienced staff while implementing new long-term compensation as well as team-based customer engagement strategies.

Select Achievements:

- Strategically hired more than 80,000 new employees across 153 countries (40% replacements, 60% to meet needs for growing businesses) over 4.5 years
- Increased tenure of non-Chinese senior executives (VP and above) from 9 months to over 32 months reducing recruitment and training costs by \$17.2M in three years; increased performance as measured in sales revenues and service quality metrics (AON Human Capital verified)
- Established Huawei University in 8 countries across Africa and the Middle East to grow local talent and move employee mix from majority Chinese nationals to local talent; resulted in change from mix of 82% Chinese nationals down to 39% by 2020; hired 7,600 graduates by 2020 out of class of 22,000; dropped turnover from 52% to 28% on an annual basis, translating into a \$68M in savings
- Grew Managed Service Business from 3,800 employees and \$.7B in revenue to 7,800 and \$1.6B in revenue within 10 months after working with new leadership team to turnaround a struggling business
- Improved leadership talent's readiness for career growth by 72% (up from 31%) within 3 years by developing Individual Development Plans; efforts effectively reduced external recruiting costs by \$4.5M and compensation costs by \$21M
- Co-managed evacuation crisis of employees in DRC, Ivory Coast, Libya, Iraq and Syria during civil wars and on two occasions negotiated for release of kidnapped employees with third parties

FOXTROT COMPANY – City, ST

2007 - 2008

4th largest global, integrated steel company.

VP & GM, Human Resources, Talent Management

Reporting to SVP, HR, was responsible for enterprise-wide HR in service to 52,000 employees. Duties included Talent Management, Organizational Development, Organization Design, Change Management, Leadership Development, HR M&A, Succession Planning, Performance Management, selection and implementation of new HRIS, and HR talent planning. Oversaw staff of 22, with 4 director level direct reports. Managed \$7.2 department budget.

Transformational HR – Focused on transforming Talent Management processes for the purpose of developing and retaining leadership and solving impending gaps caused by the retirement of over 60% of senior leadership within 3 years. This was accomplished by transforming the traditionally siloed industrial culture of historical US Steel into one of an integrated culture fueled by active teamwork and accelerated development plans for middle management.

Select Achievements:

- Led succession planning with senior leadership and SVP, HR which resulted in filling the gap of 81 senior positions out of 220
- Led HR integration of a significant Canadian and Slovakian acquisition which resulted in a leadership retention effort that retained 89% of all key leadership roles

PROFESSIONAL EXPERIENCE

GOLF COMPANY – City, ST

2004 - 2007

One of the largest integrated electronics companies in the world with \$43B revenues in 140 countries in automated controls & solutions, aerospace, transportation, specialty chemicals, medical business groups with 120,000 employees.

VP, Human Resources & Communications – Automated & Controlled Solution Business Group (2006 - 2007)

Reporting to the SVP of Human Resources and the President of the Automated and Controlled Solutions Business Group, was responsible for all enterprise-wide HR functions in service to 55,000 employees with \$14B in revenues in 90 countries. Staff under management included 620, with 18 VP level direct reports. Budget under management was \$73M.

VP, Talent Management, Organization Development & Learning (2004 - 2006)

Reporting to the SVP of HR, was responsible for enterprise-wide Talent Management, inclusive of Organizational Development, Succession Planning, Learning, Organizational Design, Performance Management, Process of Succession Planning, Process for Performance Management, Manuals, templates, process for HR M&A from due diligence to full integration, and all processes for change management. Team under management included staff of 10, including 7 director level reports. Budget under management was \$4.2M.

Transformational HR – Challenged with creating a globally cohesive performance-based culture. Strategies employed included team building, team-oriented compensation and reward systems, new skill development designed to integrate acquisitions and M&A integration services, global sales compensation framework, learning services forced on leadership development.

Select Achievements:

- Significant influencer for successful M&A initiatives, including integration of a \$1.5B European company into one of 4 businesses; involved Six Sigma roll out and training of 21,000 newly integrated employees which resulted in an elevated stock price of 12%
- Supported M&A of \$2.1B London-based multinational business that was broken into parts to become part of the Automation and Control Business Group, resulting in \$84M in additional profits and a jump in company stock by 13% (translating into a \$0.7B bump in value)
- Using Six Sigma methodology to initiate new global staffing process that resulted in an increased effectiveness and efficiency of 21%
- Reduced regrettable turnover by 55% in one year by initiating a strategic recruitment and compensation system for East Asia which was subsequently rolled out globally and resulted in a 62% reduction in regrettable turnover within two years, a reduction of hiring costs by \$51M and an increase of performance by 17% – realizing a \$0.21B increase in profits (Deloitte verified)
- Led reorganization of \$4B valued European, Middle Eastern and African regional businesses resulting in an increase in profit of 6%, as well as a gain in market share in Eastern Europe, Middle East, and UK within 15 months
- Developed and provided culture training to 88% of employees (approximately 45,000 employees) within 18 months
- Provided oversight of government relations, including reopening of 6 Saudi Arabia offices after company moved out in wake of 9/11; cooperated with government ministries and local JV partner without complications
- Oversight of effort to reduce global footprint from ~900 locations to ~700 in 3-year window
- Was Co-leader with SVP of Operations to open 18 sales and service offices to launch the industrial business in India, hiring most of the leadership within one year with eventually approximately 700 employees in 18 months.

PROFESSIONAL EXPERIENCE

HOTEL COMPANY– City, ST

2000 - 2004

A consulting group inclusive of 4 partners and 50+ employees. Served HR, BODs, Process Assessment & ERP Implementation, Change Management, M&A Management Services.

Co-founder & Managing Partner

Founder and Co-Owner of Global HR Consulting business focused on HR M&A Business, HR Consulting Business, Client Relationship, and Executive Evaluation & Coaching, Governance, HR Structure and Measurement, and Talent Evaluation.

Key Contracts:

Italy

- Worked with the Board of Directors on leadership and governance
- Worked with Pan-European 'Works Council' to reconcile all issues pertaining to the integration of these two companies
- Initiated new succession and performance planning processes
- Initiated new HRIS system within 6 months for 62 locations in 16 countries that was exported globally
- Responsible for Government and Public Relations

USA

- Completed full integration of a graphic software company with 8 acquisitions in 6 countries in Europe and Asia reducing costs by \$3.8M within a year
- Worked with ownership to create a Board of Directors
- Created an aligned organization to business strategy increasing focus on one culture, aligning strategy to appropriate structure, HR processes, governance, and compensation
- Served for one year as the interim HR Leader

Germany & Asia

- Completed full integration of 2 acquisitions in 16 countries in Europe and Asia reducing costs by \$16M within a year
- Worked with Board of Directors on leadership development and put in place a new succession planning system
- Worked with 'Works Councils' in 13 European countries and with the company's Pan-European council reconciling 82% of outstanding issues within one year with positive results on labor relations
- Ratified on first pass of union agreements in 18 countries in Europe and Asia

LANGUAGES

Spanish, Quechua, Ladino, Portuguese

CERTIFICATES

Six Sigma: Green Belt

University of Michigan HR Executive Program

Process Based Organization, Michael Hammer Institute

Center for Creative Leadership: Executive Development Program

Stanford Singapore: Executive Program in Merger and Acquisitions

REFERENCES PROVIDED UPON REQUEST