

CASE STUDY



Client Info

Industry: MED DEVICE

Employee Size: 350

HR Team Size: ~5

PROJECT: Restructure our HR Team and Practices

Primary Area of Practice: Type of Engagement:

- | | |
|---|---|
| <input type="checkbox"/> Attract & Acquire | <input checked="" type="checkbox"/> Gap analysis |
| <input type="checkbox"/> Learn & Grow | <input checked="" type="checkbox"/> Resource creation |
| <input type="checkbox"/> Culture & Engagement | <input checked="" type="checkbox"/> Advisory |
| <input checked="" type="checkbox"/> HR Strategy & Structure | <input checked="" type="checkbox"/> Facilitation |

The situation and need:

The new VP of HR had started a few months before and had begun upgrading the roles and expectations of the existing administrative-heavy department, so there was a hunger to formally set up purpose, new workflows, and goals.

Approach and techniques deployed:

- Design and facilitation of HR team offsite to define new department
- Create HR team strategy, purpose, and goals
- Reorganize team, including define new roles and meeting approach

Key output and impact:

Angela started by getting to know each member of the team in deep-dive one on one's to **define their current work as well as their aspirations**. She aligned with the VP of HR to bring what she learned, and what he wanted to transform the department into, to a **facilitated off-site** where the focus shifted to alignment including what the shared goals of the team could be and how they could accomplish them together.

After the offsite, Angela led the **creation of a purpose statement, a strategic plan, and a set of annual goals** that were demarcated as Good-Better-Best across the talent lifecycle. She then worked with the head of HR to **redefine the roles of each team member** and to define what they may be missing and needed in an outside new hire. Instead of using traditional HR operating models, the focus was more on what the team sought to achieve and what the company needed from them. As part of this, a focus on talent management, business partner work, and an HR project office was launched. In addition, Angela created the **HR team meeting structure** and advised on their overall approach and cadence of keeping one another updated on projects and accomplishments. One large change that occurred was shifting the naming of the department from HR to People, to signal to the company the shift in work product and focus.

Angela continues to work with this team on **elevating many other aspects of their HR and talent management** processes.

"I cannot express how much I appreciate Angela's work with and guidance for me and our team. I literally could not do this without her." BJ, VP People