“What you get by achieving your goals is not as important as what you become by achieving your goals.” - Henry David Thoreau
HR Roles – Vastly Different Applications and Context

**HR Specialist, HR Manager, Sr HR Mgr**
- Call centers, collection centers
- 500 – 1000 employees – All USA

**Sr HR Manager**
- Manufacturing, retail, distribution
- 1000- 1500 employees – 3 States

**HR Director**
- Manufacturing, Technology + M&A
- 500 – 2,500 employees
- US, Mexico, Brazil, Chile, UK

**Sr HR Director**
- Technicians, Finance
- Labor Relations - CWA
- +25,000 employees – All USA

**Vice President HR**
- Retail (10k locations) Corp
- + 115,000 employees – USA/Canada

**Sr HR Director**
- Technology, Marketing
- +8,000 employees + 110 Countries

**Chief People Officer**
- Software Technology, Retail (Apple)
- 1,300 EE - Russia, Europe, China

**Chief People Officer, Vice President HR**
- Technology – Retail (Brazil) - IPO
- 1000 – 4,000 EE
- Global – US, Brazil, Israel, Europe, Asia

**Chief People Officer**
- Technology - Payments
- 500 employees, New Zealand, USA

**Today:**
- Boards, Professor, Consultant
Q: What is the purpose of Human Resources?

A: Understand, Influence, Drive

PEOPLE Implications of Strategy
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High-ranking executives exit DocuSign in management shakeup

BY TODD BISHOP & TAYLOR SOPER on May 18, 2016 at 10:55 am
“All you have is a chain saw”
View Your Job as a Form of Paid Graduate School
THERE ARE PEOPLE THAT WOULD LOVE TO HAVE YOUR BAD DAYS.
Conclusions

➢ **Start with the end in mind**... Career paths are often horizontal

➢ Seek to understand; **ask for feedback, and act on it**

➢ The magic happens **outside your comfort zone** - Disrupt yourself!

➢ Look at everything as a **lesson and opportunity. Your job is paid education**!
Be careful what you wish for!

The sky is the limit!