

Who would you choose?

VP, People

Full-time

Jul 2020 - Jan 2022 · 1 yr 7 mos

Sr Director People Operations

May 2019 - Jul 2020 · 1 yr 3 mos

Director of People Operations

Dec 2018 - May 2019 · 6 mos

Head of People Operations

Jun 2016 - Dec 2018 · 2 yrs 7 mos

VP, People and Operations

Mar 2023 - Present · 1 yr 8 mos

Head of People

Oct 2021 - Mar 2023 · 1 yr 6 mos

Director, People

Jan 2020 - Oct 2021 · 1 yr 10 mos

VP People

Sep 2022 - Present · 2 yrs 2 mos

VP People

Oct 2020 - Oct 2022 · 2 yrs 1 mo

Director, People & Culture

May 2019 - Jul 2020 · 1 yr 3 mos

You kinda got the ick, right?



What happened?

Unlucky

Addiction

Internal paradox

or?

Predictable

Stable

Market responsive

Kara Wilson Oliver (Ollie)

Unemployed this week

My stats: 1.6 years for last 5 places 🤔 or 🤯 or 🌀 or 😊

Do CPO's have a Shelf-Life?

I love my HR career, but it's not enough.

How to 10X our HR career mindset, a working theory.

WELCOME TO MY THERAPY SESSION

My Tech Story



VP, People and Operations

Rose Rocket · Permanent Full-time

Mar 2023 - Present · 1 yr 8 mos

Toronto, Ontario, Canada · On-site



Head of People

ResQ

Oct 2021 - Mar 2023 · 1 yr 6 mos

Toronto, Ontario, Canada



Director, People

Digital Public Square

Jan 2020 - Oct 2021 · 1 yr 10 mos

Toronto, Ontario, Canada



Lead, Employee Engagement

Betterplace

Jan 2019 - Dec 2019 · 1 yr

Toronto, Canada Area



Product Director

Jibestream

Feb 2017 - Oct 2018 · 1 yr 9 mos

Toronto, Canada Area

Context: 50-200 headcount; ~\$3-50M revenue, externally backed.

I was curious:

Just me?

Other roles?

Healthy?

What are the lessons I should be paying attention to –
can I future proof my career?

Am I lemon?

Maddy Cross - Notion

Unicorns post-A



Am I lemon?

Within 2 years of A raise, added leadership:

Unicorns: + **35** years

Non-unicorns: + **5** years



Am I lemon?

What mattered:

Size of raise: **nope**

Avg experience of leadership: **nope**

Range of experience: **yes**

When they are hired in: **yes**

Avg tenure: **YES, CHEF!**



Amble in the eye! 😜

Avg tenure is low: **Sub 2 years**

“Not a sacking but rather early recognition of stage matching”



Reframe: short tenure = expert at a stage = our opportunity

The sun came out and our world went
technicolour. Everyone had the same idea.
Let's be the ones who do it right.

Ann-Marie MacDonald

What does it take to become game changing HR talent?

“Such a vital role” but 🤖 |

Go hard ~2 years

Burn bright for a short time

Then rest, repeat

Sound exhausting?

Re-design our own jobs

Tour of duty

Create an ecosystem: Guild, Swap

Borrow methods from other functions

Expand our influence

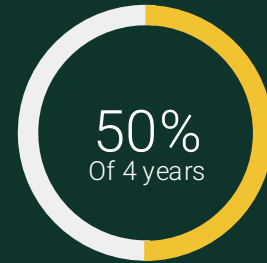
Hint: Movie industry



Equity plans are misaligned

Re-align tenure and vesting to cycle length

- 2 year vest
- Longer exercise window



A woman with short brown hair and sunglasses is walking towards the camera in a hallway. She is wearing a short-sleeved, colorful striped shirt with red, yellow, and white patterns, and a dark skirt with two large yellow buttons. She is carrying a dark brown briefcase in her right hand and holding a lit cigarette in her mouth. The hallway has wood-paneled walls and a framed picture on the left wall.

Rocking an exit

Think like an exec:

- Ditch invisible emotional work
- Ditch the trends
- Ditch 95% of the stuff you can't operationalize

Meet me at the watchtower
Wear flats

Piece of paper

Draw a **line** down the **middle**

switch/ditch list

But is HR enough or should we expand our roles?

Getting the right people to, like, not hate their job?

+ Getting people **to do the right work**

A COO role Look familiar?

Are you a **COO** working on any of these challenges:

Remote or hybrid work policies?

Are you a **COO** working on any of these challenges:

Improving your leadership effectiveness?

Are you a **COO** working on any of these challenges:

Attracting, hiring or retaining talent?

Are you a **COO** working on any of these challenges:

Navigating the CEO-COO relationship?

Are you a **COO** working on any of these challenges:

Scaling your business?

Are you a **COO** working on any of these challenges:

Transforming company culture?

Inspiration!

COO is not a swim  lane
It's a gap filler for “one minus”

I believe we are primed to do this work.

Advice: Fill in all the gaps except the CPO role, then take that role.

10X

Get off the hedonistic treadmill

Break through the competency wall

Let's look at a practical example

Performance =
awkward matrix conversations

Pretend it motivates the
right behaviours

The burden of proof sits
with the manager
(ahem, HR).

What is our responsibility in HR?



Performance

How would Product or Operations (or scientist) look at the problem?

Problem definition

How do we achieve the:

- (1) highest output value
- (2) per cash spend
- (3) for as long as possible



Jessica Zwaan

CPO > COO

Incompass Labs

“No perfect way, but let’s consider a better way”

What is HR responsible for?

✅ The payback on investment in people

Performance assessment: did they hit their goals + how should we reward them.



Getting them to hit the goals
Individual performance reviews
Career growth conversations

😍 Imagine a world with no HR levelling matrices

Shrink

Performance *assessments* are a systemic Performance
reviews are local

HR friends - own systemic only.



How do you rate this one person?



Calibration
meetings are a
strange dance

What matters



Outcomes (goals)

Network effect

Productivity dividend

Need:

(1) Goals for everyone*

(2) Organizational Network Effect [ONE]

Q: Who is the person you go to when you need technical help?

Network Effect:

- Go To
- Craft Master
- +ve halo

Goals + Rewards

HR should lead goal tracking + performance comp strategy

Performance Rewards

1. Everyone eligible
2. Meaningful: 8-12% of total wages
3. Don't cap them
4. No reward if not hit
5. Frequent and small rewards

“Scaling Up Compensation”

5 Design Principles for Turning Your Largest Expense into a Strategic Advantage

Let's land this

Do CPO's have a shelf-life?

Can we 10X our HR career mindset?

Expert at a stage (short tenure is ok)

Expand influence (COO)

Borrow frameworks (systemic only)

The experiment continues
1 week until DealMaker
VP, Operations & People

Q&A

