TRANSFORMING A STRATEGIC VISION INTO A TACTICAL REALITY:
Plantronics Journey Toward a Fully Integrated Talent Management Platform

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PLANTRONICS AT A GLANCE

“Remove the barriers to simply smarter communications”

- **What does our business do**
  - Simply smarter, personal communications
  - Unifying UC

- **Who do we serve**
  - Consumers
  - Businesses
  - YOU

- **Global footprint**
  - HQ: Santa Cruz, CA
  - >3,000 employees in 20 countries
  - Revenue FY 2011: $684 million

SUCCESSFACTORS TALENT MANAGEMENT SOLUTIONS AT PLANTRONICS

- **2011**
  - Goals & Objectives
  - Employee Profile
  - Performance Management
  - 360 review
  - Compensation
  - Calibration
  - Stack Ranker

- **2012**
  - Career Dev.
  - Recruiting
  - Succession Planning

- **2013**
  - LMS
  - Employee Central (under consideration)
WHAT DO I KNOW ABOUT HR TECHNOLOGY?

Oracle implementation Applied Materials
- **Key Insight:** Change management issues involved with major technology deployments

SuccessFactors implementation
- **Key Insight:** Value of a truly integrated talent system; danger of customization

SuccessFactors implementation
- **Key Insight:** Value of a clear vision, modular implementation, "off-the-shelf" processes, and moving with steady and deliberate speed

PLANTRONICS STATE OF AFFAIRS: 2010

- **Major Cultural Change**
  - **Shift** from profit sharing to **Pay for Performance**
  - **Shift to “transparency”**
  - **Impact:** No longer able to avoid conversations, such as “who is the better performer” and “why should this employee be paid more than that employee”

- **Decentralized Talent Management Processes**
  - **No consistent processes** or philosophies across the globe
  - **Little or inconsistent focus on development** for many years
  - **Impact:** Required reevaluation of HR philosophies and administrative process effectiveness across regions
APPROACH TO INTEGRATED TALENT MANAGEMENT

ADDRESSING THIS CHANGE

Method of achieving objectives:

Partnered with a technology company that shared our vision
  - SuccessFactors did not originally have a solution that met all our long-term needs, but we trusted the would get there when we needed it

Adopted an “expert model” to process design and change management
  - Trusted we knew what sort of process the company needed
  - Minimized time seeking input and “buy in” from operations leaders
  - Emphasized “off the shelf” best practice process configurations and “80/20” rule to process design
PROJECT TIMELINE

Phase I
- **Business Need Addressed:** create the “platform” that would support a Pay for Performance Culture
- **Modules Implemented:** PM, GM and Comp, 360, Stack Ranker and Calibration (optional)

Phase II
- **Business Need Addressed:** Focus on development and talent management
- **Modules Implemented:** Career development, Succession planning, recruiting

Phase III
- **Business Need Addressed:** focus on organizational “insights”, effectiveness and quality
- **Modules Implemented:** TO BE: LMS and Employee Central

STRATEGIES FOR BUILDING CREDIBILITY EARLY

MAKING GOALS TRANSPARENT DESPITE WIDESPREAD SKEPTICISM
- **Curiosity** about goals drew people into the system
- Goal cascading surfaced a **$8 million dollar difference** in sales and operations goal, saving us money even before system went live

INVESTING IN THE DEVELOPMENT OF SYSTEM SME’S IN KEY FUNCTIONS
- Administrators and analysts who **appreciated the efficiency** of technology
- Believed in the **vision** and supported it from the trenches
- Enlisted folks that were **burdened by the “papered past”** – to embrace the new world.
MAJOR PROJECT IMPACTS/GOALS

More effective management
- Consistent methods for setting goals and evaluating performance
- Visibility to performance gaps
- Insight into weak and strong managers based on quality of goals and feedback
  - e.g. Better performing managers have better operations results and engagement scores

Single source of information for talent
- More visible talent data = people using talent more effectively
- Improved alignment across the globe
- Improved engagement – each employee improving their line of sight into top business objectives.

HR earned credibility and support from line leadership
- Delivered solutions that make managing employees easier and more effective
- Made clear progress while showing appropriate responsiveness to stakeholder feedback
- Get our “eye on the prize” – meeting future business needs and scale

WHAT DID WE LEARN?

BUILD FOR TODAY BUT DON’T FORGET ABOUT TOMORROW
- Provide tools that deliver quick results, but stay focused on the longer term vision
- Steady, deliberate, and undaunted: more of a tortoise than a hare

IF IT CLEARLY MAKES SENSE, ACT LIKE IT CLEARLY MAKES SENSE
- Do not ask “should we do this”, ask “how can you help us do this”
- Request and act on process improvement ideas, but don’t ask people to weigh in on the value of the process overall
- Prepare for a longer-than-expected implementation timeline in order to give wiggle room for making and fixing mistakes.

IF ITS GOOD ENOUGH FOR THE REST OF US, ITS GOOD ENOUGH FOR YOU TOO
- Tremendous value in consistency across regions – real regional uniqueness is < 10%
- Trust best practices and the 80/20 rule
- Delivering results is more important than accommodating preferences
THANK YOU!

Q&A Time

If you have any questions that were not answered during this session, please contact me at Pat.Wadors@plantronics.com