

## Career Impact Matrix – John Smith

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	Initiative Name / Objective	Organizational Scope	Impact Horizon	Specific Impact to the Organization
Strategic Initiatives	Management and Leadership Development <ul style="list-style-type: none"> <li>Classroom and one-on-one</li> <li>Customized programs for functional areas</li> </ul>	1,600+ Spvr. & above	3Q1999-current	<ul style="list-style-type: none"> <li>Institutionalized all major management and leadership disciplines</li> <li>Assured better execution of supervisory duties</li> <li>Equipped supervisors for greater responsibilities, performance and retention</li> <li>Developed strong bench and reduced management turnover</li> </ul>
	Institutionalizing a coaching culture at {Company} <ul style="list-style-type: none"> <li>2007 - HR and Call Centers</li> <li>2010 – Sales Organization</li> </ul>	Apx. 98 Spvr. & above	2Q2007-current	<ul style="list-style-type: none"> <li>Established clear and consistent coaching criteria, methodology, and objectives</li> <li>Trained in classroom plus one-on-one follow-up with participants</li> <li>Improved management productivity, satisfaction and retention</li> </ul>
	Leading in a Time of Change <ul style="list-style-type: none"> <li>Stabilize leadership during times of change</li> <li>Implemented <u>Business as UnUsual</u></li> </ul>	Apx. 200 Mgrs. & Dir.	1Q2009	<ul style="list-style-type: none"> <li>Equipped management staff to better lead Associates during sale of Company</li> <li>Stabilize workforce to insulate Company from disruptive effects during transition</li> </ul>
	Leadership development for channel specific needs <ul style="list-style-type: none"> <li>Sales: Retail, B2B, Indirect; Call Center; Engineering; Finance &amp; Accounting</li> <li>Manage to channel metric objectives</li> </ul>	Apx. 240 Mgrs. & Dir.	1Q2002 - current	<ul style="list-style-type: none"> <li>Customized Leadership Development to go beyond fundamental program</li> <li>Align management activities with departmental metrics and corporate KPIs</li> <li>Improve departmental performance relative to established objectives</li> </ul>
Curriculum Examples	Managing Through People <ul style="list-style-type: none"> <li>6 day supervisory skill development program</li> <li>Core management skills, policies, approaches</li> </ul>	Apx. 1,800 Spvrs. & above	2Q2000 – current	<ul style="list-style-type: none"> <li>Institutionalized broad management and leadership disciplines</li> <li>Assured better execution of supervisory duties</li> <li>Equipped supervisors for greater responsibilities, performance and retention</li> <li>Developed strong bench</li> </ul>
	PAR (Probe-Align-Raise) <ul style="list-style-type: none"> <li>Managing resistance to bring about commitment and closure</li> </ul>	Apx. 380 Spvr. & above	3Q2003 - current	<ul style="list-style-type: none"> <li>More effective conflict resolution with mutually agreed upon outcomes that produced better business results</li> <li>Improved levels of cooperation (replaced resistance to new ideas / change)</li> </ul>
	Fundamentals of Operational Performance <ul style="list-style-type: none"> <li>Link Associate performance to corporate KPIs</li> </ul>	Apx. 280 Mgr. & above	1Q2006, 3Q2102	<ul style="list-style-type: none"> <li>Assured managers could translate Associate objectives and assignments in terms of their impact to the corporate KPIs and departmental metrics</li> <li>Participants directed day-to-day work activities of staff, mitigating those not positively impacting corporate KPIs and departmental metrics</li> </ul>
Program Examples	360 degree Benchmark evaluations <ul style="list-style-type: none"> <li>Assess core competencies essential for leadership effectiveness</li> </ul>	19 Dir. & above	4Q2006 - current	<ul style="list-style-type: none"> <li>Targeted for high-potential, high performing senior managers</li> <li>Intensive one-on-one feedback, coaching and development for career growth</li> <li>Accelerated participant contributions in pursuit of corporate KPIs</li> </ul>
	DiSC Behavioral Profile System <ul style="list-style-type: none"> <li>To facilitate more effective communications between people</li> </ul>	650 Spvr. & Above	3Q2002 - current	<ul style="list-style-type: none"> <li>Assure leadership behaviors adapt to what is most appropriate / effective when dealing with different people and situations (360-degree impact)</li> <li>Created more effective work environments to assure higher levels of productivity while reducing mismatched expectations</li> </ul>
	FAMSKO (Friday AM Sales Kick Off) <ul style="list-style-type: none"> <li>retail channel weekly meeting</li> </ul>	Apx. 1,650 Retail Associates	3Q2005 - current	<ul style="list-style-type: none"> <li>Assure alignment with retail channel directives and execution of programs</li> <li>Uplift sales, realized gross margins and customer satisfaction in retail channel</li> </ul>
	Executive Development with CCL <ul style="list-style-type: none"> <li>Individual development program for selected executives in partnership with Center for Creative Leadership</li> </ul>	27 Senior executives	2Q2006 - current	<ul style="list-style-type: none"> <li>Equip senior leadership through international program for corporate leaders</li> <li>Provided ongoing formalized accountability sessions with leaders for their continued growth</li> </ul>