





Cindy Gallagher, CEO Liberty Source

Ms. Gallagher joined Liberty Source in 2018 as the company's Chief Executive Officer. As a Navy spouse, she was one of the Company's pioneers in 2014, establishing the onshore Managed Business Services model as a competitive alternative to captive and offshore operations.

Prior to joining Liberty Source, she served as SVP, Global Business Services (GBS) for Discovery Communications, and as Deputy Controller and Assistant Treasurer for AOL.

Ms. Gallagher was responsible for building, scaling and transforming the GBS operations at both Discovery and AOL. Most notably during her time at Discovery, the organization earned a designation among the top 20 most admired GBS organizations globally in 2017.

Ms. Gallagher began her career with SC&H Consulting providing best practice thought leadership and implementing process improvement initiatives for Fortune 100 clients. She is a licensed CPA and is an active member of the advisory boards for both the SSOW North America and SSOW Europe.

She has served as the Finance Chairman for a Virginia based non-profit, is the Sponsorship Chairman for her local Little League and holds a Master's Degree in accounting from the University of Maine.





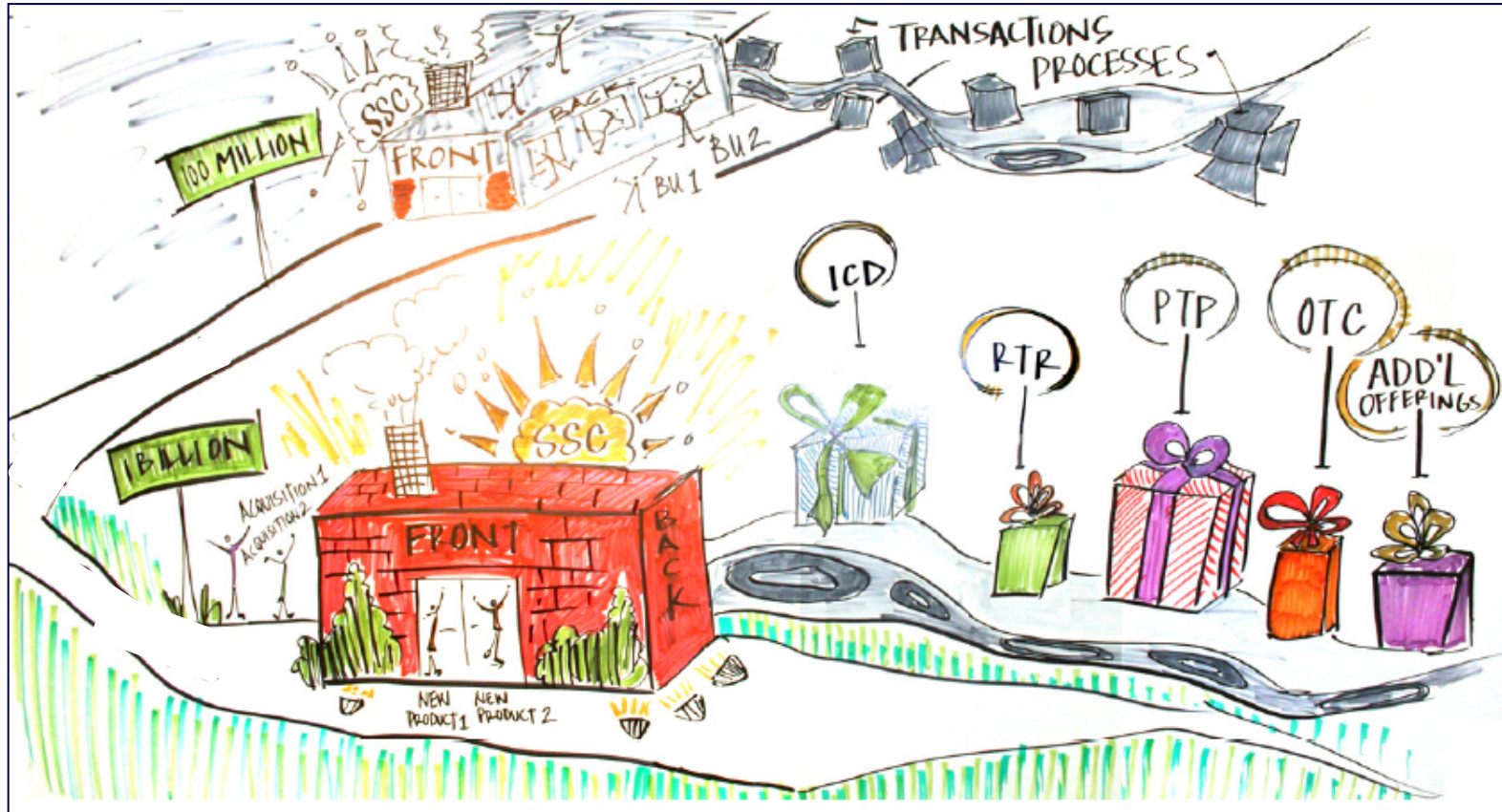
Finding the value of people in Shared Services

1. What is the value of people in a Shared Services environment?
2. What makes a great employee?
3. How to take individual great employees and create a great workforce?
4. Can Shared Services truly be a launching pad for career success?
5. How to find variety and growth in a Shared Services focused career?
6. Is remote work feasible in a Shared Services environment?
7. Can talent be considered Intellectual Property?



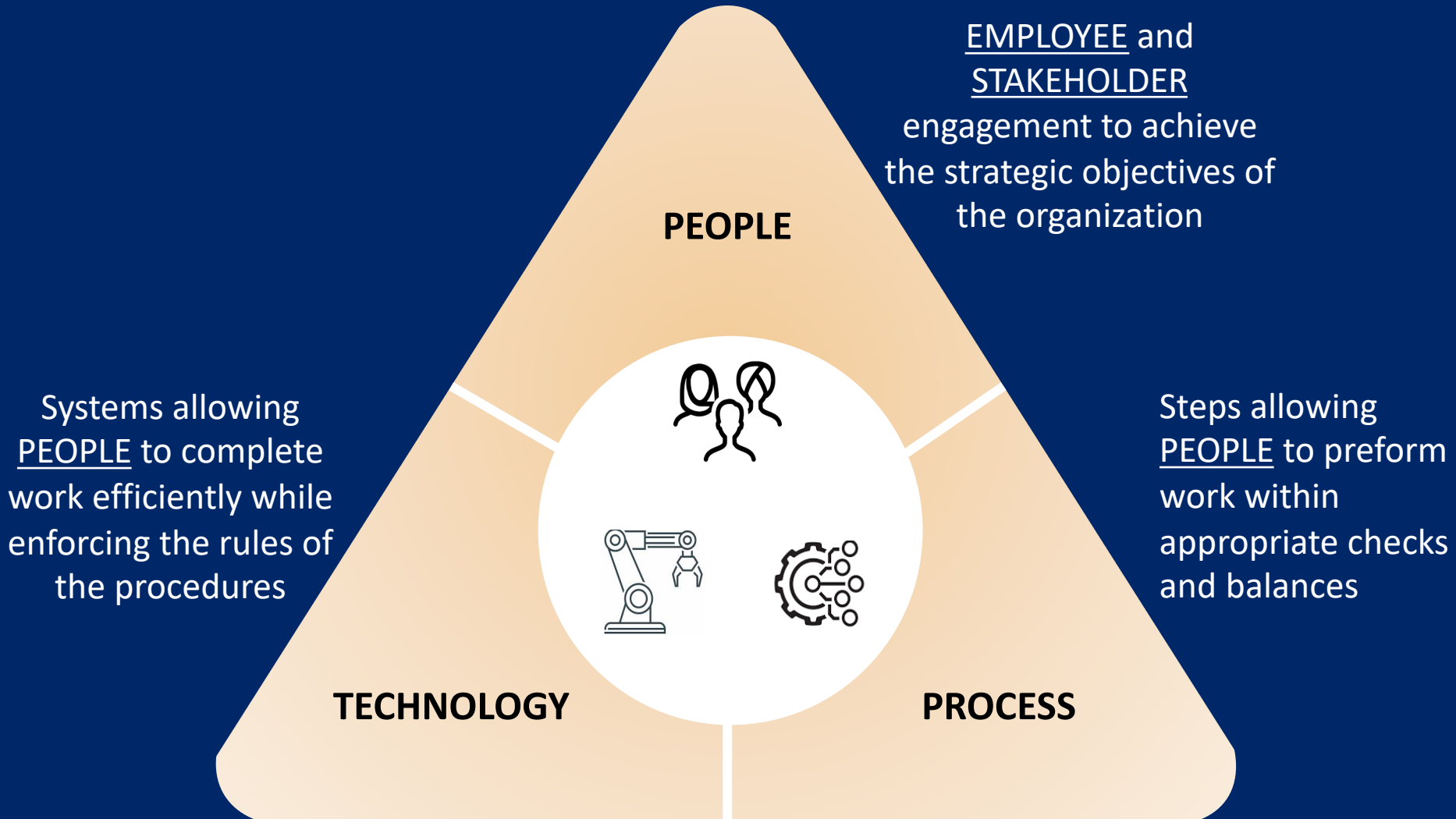
Former Senior Executive at Discovery Communications:
“Shared Services is the closest thing I’ve ever seen to actually running a business”

Development within Shared Services





Shared Services - Golden Triangle





What Makes A Great Employee

People: Employee and stakeholder engagement to achieve the strategic objectives of the organization

Character: Mental and moral qualities of an individual

Traits:

- Empathy
- Ambition
- Attitude
- Motivation
- Humble
- Passionate
- Honest
- Creative
- Reliable
- Curious





What Makes A Great Workforce

Workforce: Individuals working together towards a collective goal or mission

The whole is greater than the sum of its parts: The way individuals in a workforce come together result in a superior product than each individual can create on their own

Traits:

- Clear purpose
- Cultural alignment
- Community spirit
- Organizational passion
- Ability to leverage strengths
- Multi-generational/Diverse
- Leadership engagement





LC: Technical accounting background, auditor, stuck in an individual contributor role

What was holding her back: A leader that knew how to leverage her technical capabilities, in a role that didn't challenge her intellectually

Strengths:

- Technically savvy
- Global thinker
- Culturally curious
- Driven
- Team oriented



What did we do:

- Engaged her in a role where she could continue to drive accounting process, while expanding her management scope
- Started with a domestic team; after 10 months move her to Singapore
- Expanded her exposure across the senior leadership team

Where is she now:

- VP for a digital advertising platform



RW: Financial planning background, stuck in an individual contributor role

What was holding him back: A leader that saw a way for her to move ahead by leveraging his strengths for her own gain

Strengths:

- Business acumen
- Global thinker
- Driven
- Incredibly curious
- Tenacious



What did we do:

- Engaged him in a role where he had direct contact with operational leaders
- Expanded his scope to include broader strategic finance initiatives

Where is he now:

- VP for a startup leading all aspects of Finance including the strategic vision, daily operations, fund raising and investor relations



Remote Work: Cadence of working where you are without commuting to a centralized/organized place of employment

Telework, mobile work, working from home, flexible workspace: Types of remote work arrangement can vary, with several common threads

- Executive buy in
- Ditch old ways of thinking
- Technology infrastructure
- Create structure and empower employees
- Embrace new ways to engage the organization
- Some roles are better suited than others, but most can be adapted





Establish expectations

- Working hours
- Business Travel
- Communication cadence
- Performance management
- Children

Remote accommodations

- ADA compliance
- Workers comp
- Ergonomics



Give yourself permission to let go and establish new ways of working



Talent Engagement Best Practices

RECRUITING & INTERVIEWING

- Define why is this important to you
- Ensure hiring manager support and expectation alignment
- Customize recruiting events and marketing material
- **Look for the right person at the right time**
- **Be intentional with your hiring goals**
- Drop preconceived notions (i.e. education levels)
- Put the resume aside and talk
- Avoid yes or no questions

POTENTIAL ACTION: Conduct a cultural audit to assess how new employees are perceived by peers and hiring managers



Talent Engagement Best Practices

ONBOARDING

- **Engagement**
- **Set clear expectations**
- Let them know the dress code
- Communication etiquette
- **Create a 'Buddy' System**
- **Make introductions across the company**
- Describe company culture, mission and values
- Emphasize your commitment to them
- Help in understanding how to use corporate tools
- Provide transparency on policies and procedures

POTENTIAL ACTION: Survey current employees specifically asking about their transition into remote work – from a company and specific team perspective



Talent Engagement Best Practices

DEVELOPMENT

- Create a sense of belonging
- Act on the importance of meaning and purpose
- Mentorship
- Offer a way to support the company mission and **engage in the culture**
- **Performance reviews** – early, frequent and informal
- Promotion requirements/process
- Self-directed learning and development
- Create an engagement program
 - HR Business Resource Groups

POTENTIAL ACTION: Be intentional about the ways your corporate culture will change as remote work becomes widely accepted by society



Interpersonal Skills

- Rigor
- Discipline
- Entrepreneurial
- Critical thinking
- Resilient
- Decisive
- Flexible
- Dependable
- Deep appreciation for confidentiality and security



Cultural empathy

- Ethical
- Highly educated
- Embrace teamwork
- Quick to adapt and learn
- Cross-cultural experiences
- Responsible citizen
- Loyal
- Open to new opportunities
- Comfortable in a variety of situations

Delivering Today



Transforming Tomorrow



Serving Always

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