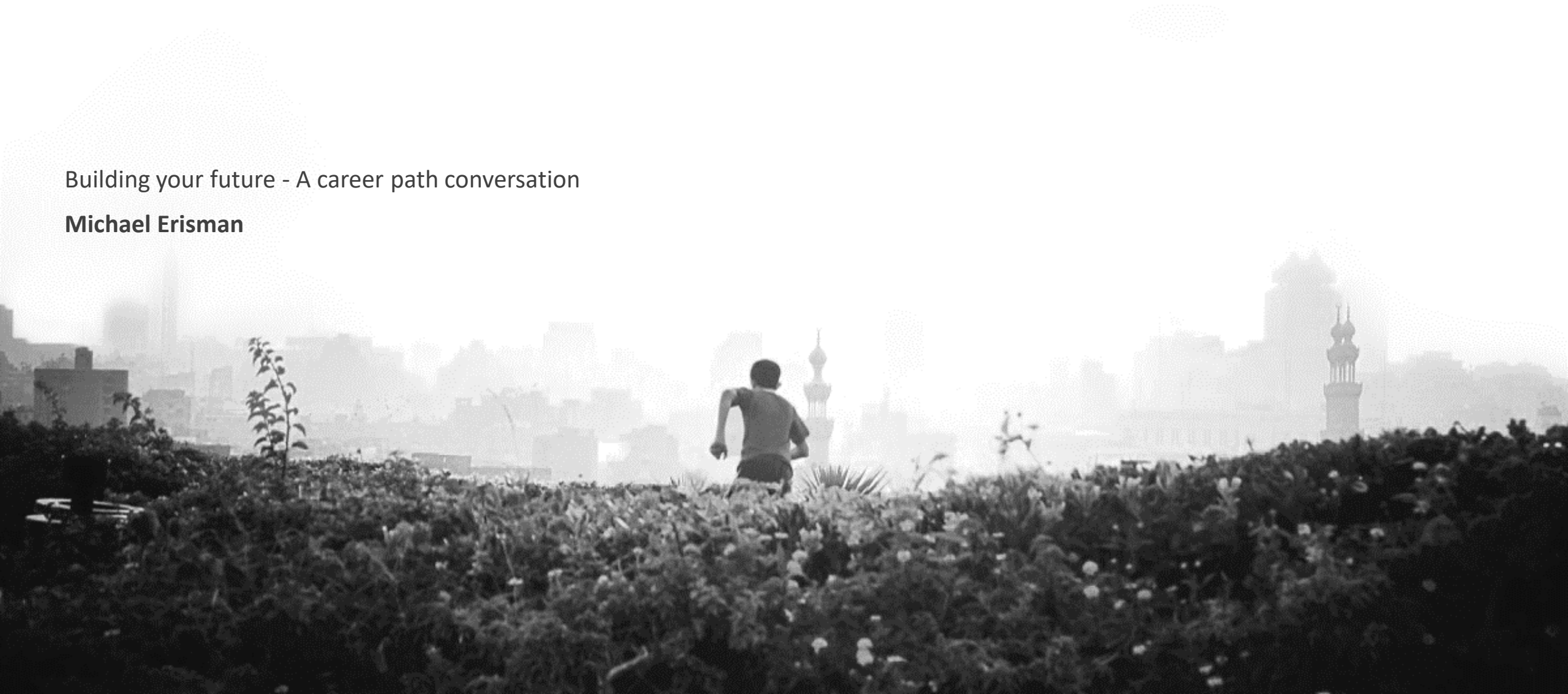
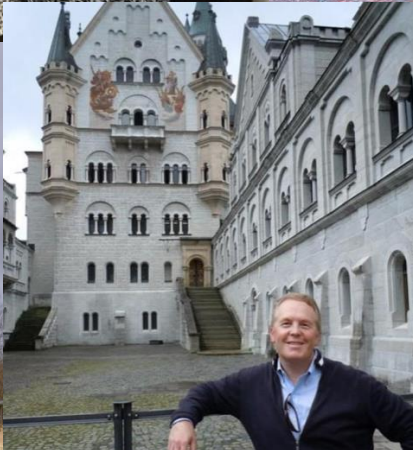


“What you get by **achieving your goals** is not as important as **what you become** by achieving your goals.” - Henry David Thoreau

Building your future - A career path conversation

Michael Erisman





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*



Human Resources – Multi-Disciplinary Expertise Required

Culture

Talent

Leadership

Operations

Corporate Social Resp

Employee Comms

Engagement Survey / Plans

Diversity and Inclusion

Corp Recognition/Rewards

GPTW / Glassdoor

Company All Hands

Workplace Services

Recruiting

Workforce Planning

Employment Branding

Onboarding

Promotions

Relocation & Transfers

Exit Interview Data
Analysis and Action Plans

Employment Branding

Talent Review

Succession Planning

Management Development

Training / Education (LMS)

Organizational Design

High Potential Development

New Leader Integrations

Leadership Meetings

Board Committees

Executive Development

Employee Relations

Compliance

Policy

HR Data Analytics (EC)

Performance Review Process

Compensation Planning

Equity Planning & Execution

Benefit Plans and Admin

Sales Commission Plans

Policy and Employment Law

Real Estate



Michael S. Erisman
Chief People Officer





High-ranking executives exit DocuSign in management shakeup

BY **TODD BISHOP** & **TAYLOR SOPER** on May 18, 2016 at 10:55 am

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A close-up shot of a car's side-view mirror. The mirror is black and mounted on a dark grey or black plastic housing. The reflection in the mirror is blurry, showing a person in a dark jacket and a vehicle with a yellow light. The background of the mirror is a bright, hazy sky. The text "All you have is a chain saw" is overlaid in white, italicized font across the center of the mirror's reflection.

“All you have is a chain saw”



Michael S. Erisman

Vice President, Global Human Resources at
DocuSign

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View Your Job as a Form of Paid Graduate School

T H E R E A R E P E O P L E
T H A T W O U L D L O V E
T O H A V E Y O U R
B A D D A Y S .

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!**

The sky is the limit!



Be careful what you wish for!

