



collabria.

EXPERT COLLABORATION. MEASURABLE RESULTS.

LEADERSHIP | ORGANIZATION | CULTURE

When Clients Seek Us

- An overview of key inflection points from an investor or portfolio company point of view
- Common pain points and impact to the business of Leadership, Organizational and Cultural elements

Case Studies and Clients

- Sample client case studies addressing strategy “people” issues
- Current and past clients and collaborations

More About Us

- More about the Collabria philosophy, observations and approach
- An introduction to Lisa and key contact information

1

**Post-Acquisition
Level-Setting**

(0-3 months)

- Alignment between board, management team, and employees
- Strategic planning and accountability
- Organizational assessment mapped to financial results
- Prioritized “People Playbook” (leadership, talent, culture)
- Executive team coaching

2

**Post-Acquisition
Post-Honeymoon**

(6-12 months)

- Optimization of executive and next level talent
- Effectiveness of board and C-suite communications
- Leadership’s speed of execution
- Alignment of organizational design with growth trajectory
- Key leader transition and exit planning

3

**In Between Events
& Pre-Sale**

(2-5+ years)

- Management team effectiveness
- Cultural alignment during M&A
- Organizational health calibration (leadership, talent, culture)
- Attraction, development and retention of top talent
- Key leader succession, transition and exit planning

Key focus areas



Pain Points

- Immature or spotty executive leadership
- Misalignment of strategic objectives (lack of true north)
- C-suite unsure of investor expectations
- Leaders out of touch with the rapidly growing organization
- Missed opportunities for developing as a leader

Impacts

- Inferior financial results
- Hiccups in scaling the business
- Unclear key performance indicators and metrics
- Board presentations that miss the mark
- Grumbling and confusion in the ranks
- Uninspired workforce

Solutions

- ❖ Formalize strategic roadmapping
- ❖ Refine and cascade metrics
- ❖ Align vision, mission and values
- ❖ Prioritize with leadership assessment
- ❖ Actively plan for succession
- ❖ Institute board engagement strategy



Pain Points

- Gaps in capabilities in key functions
- Inconsistent execution of core business processes
- Silo'd functions rowing in different directions
- Outdated organizational structure
- Start up talent not equipped to deliver in maturing organization

Impacts

- People, process and system inefficiencies
- Lackluster results
- Confusion about roles and responsibilities
- Managers unsure what their teams are doing
- Employees feel disconnected
- Key talent exits

Solutions

- ❖ Thoughtfully assess the organization at key inflection points
- ❖ Update and align organizational structure for future state
- ❖ Clarify operating model (who does what, where, when, how)
- ❖ Cultivate supervisory and leadership skills
- ❖ Strengthen change management



Pain Points

- Lack of a vibrant culture
- Pockets of toxicity
- Low readiness for growth
- Low readiness for merging with another organization
- Distrust as the organization grows
- Resistance to “process”
- Complaints about “lack of communication”
- Lack of diversity or innovation

Impacts

- No shared vision or true north
- Lack of trust and derailed collaboration
- Painful integration of two cultures
- Stifled creativity and innovation
- Loss of your best talent
- Expensive turnover
- Future talent views you as “out of touch”

Solutions

- ❖ Honestly assess cultural elements
- ❖ Understand *all* of your stakeholders
- ❖ Spearhead targeted engagement programs
- ❖ Implement attraction and retention strategies
- ❖ Clean up and clarify communications
- ❖ Initiate processes to truly hear the workforce

collabria

CASE STUDIES

7



Strategically inserting IP diligence in M&A. “Our M&A process is lacking thorough intellectual property diligence. We can’t seem to get a ‘seat at the table’.”

Solution: Mapped prioritized IP diligence activities at key inflection points in existing M&A process. Cultivated stronger relationships between M&A stakeholders to improve quality of pre-deal diligence. Phase 2: Leveraged learnings into Equity Ventures diligence.



Integrating two organizations, post-acquisition. “Our new PE owners just bought another company (70% of our size) and told us to bolt it on. We’ve never done this before.”

Solution: Created a post-acquisition integration playbook (T-minus roadmap for functional teams + employee engagement) for repeat use. Integrated 2 companies, 2 leadership teams, multiple functional processes and 2 cultures with no loss of talent.



Competing in the war for talent. “We must up our game in attracting sought-after and high potential talent. Our future depends on building tomorrow’s leaders.”

Solution: Created a Rotational Development Program, establishing 64 highly visible rotations (in the inaugural year) and access to new talent and innovation. Integrated with talent acquisition and succession management. Program still running 20 years later.



Amplifying the employee proposition. “Our culture is nimble and light on process, which works for us. But, we’re losing employees who don’t see a future (lack of clear career paths). How can we engage and excite employees without overly scripting the process?”

Solution: Crafted a fit-for-purpose employee-driven career development and performance management system. Deployed the tool in a dynamic manner, allowing ongoing changes to mirror IDEO's culture of innovation. Reduced turnover by 28% in year 1.



Assimilating employees of new acquisitions. “Our culture is somewhat firm with defined mission, vision, values and behaviors. How do we onboard the employees of our recent acquisitions?”

Solution: Defined and cascaded what it means to be a leader at Dolby to 180 newly acquired employees across multiple geographies. Strengthened the culture for all 2,000 employees.



Reinforcing culture during time of uncertainty. “We just spun off our shared services organization into a new subsidiary with a new company name. Employees are reporting a loss of identity. We’re concerned they will leave.”

Solution: Developed cascading employee engagement program for the new company, decreasing employee turnover by 11%. Implemented success metrics and scorecard to increase buy-in during time of uncertainty & significant change.



Building a succession pipeline. “How do we ensure we are effectively developing high potentials to be future leaders?”

Solution: Customized succession management business process and tool. Partnered with key stakeholders globally to deploy, integrate, train and manage change across 180 countries.



Tightening up KPI's in preparation for company sell. “We’ve been scaling faster than we can manage. Our functions are siloed, we don’t communicate, and it’s showing in our financials.”

Solution: Developed shared mission, vision, principles and KPIs. Engaged function heads to translate for their teams. Instituted process to manage by performance indicators, and shifted the culture to measuring metrics with transparency. Acquired by investor 6 months later, with Microsoft and Salesforce Ventures as part of the deal.



Scaling an HR organization. “We are late stage startup with 200 employees. Is our HR organization set to scale for upcoming IPO?”

Solution: Formulated future state roadmaps to enable 5x hiring targets accompanied by expanded HR capabilities (ops, recruiting, etc.) and solid functional support through IPO.



Shifting HR’s contribution to value. “Our workforce is global, distributed and growing. The HR function has grown in headcount, but doesn’t match the company’s strategy.”

Solution: With VP HR, spearheaded a shift to an internal client mindset, reorganized the function in alignment with 5-yr strategic plan, and implemented an HR Growth Playbook.



Tackling the retention challenge. “We are in growth mode. We’re not sure how to put structure around ‘change’ and communication. Employees are leaving, saying they feel disconnected. And we’re in the dark about our newly acquired employees.”

Solution: Orchestrated cross-functional project to onboard 3 acquisitions, transition 500 new employees, streamline internal processes by 22%, and reduce employee turnover by 55%.



Rightsizing internal ops via culture. “We have a new investor and our numbers are on track. I’m ready to look at my internal organization (leadership, culture, workforce engagement, communications). Where do I begin? How do I right-size this effort?”

Solution: Executed a fit-for-purpose organizational assessment focused on high impact levers. Guided senior leaders to clarify vision and values, and translate those commitments to internal process improvements, engagement strategy, and communications. Kept it skinny and simple. Increased engagement by 38%, reduced talent loss by 50% (year over year).



Special Olympics

Aligning executive team and board around strategy and execution. “We have new leadership, a new board, and a clean slate! How do we engage and scale our impact?”

Solution: Orchestrated annual board strategic planning offsite / roadmap and coached executive team (5 consecutive years). Pulled each board member into the future state based on their unique expertise, increasing revenue by 10% each year.



Developing manager skills in a fast-paced, high-growth culture. “We have tons of young talent acquired via M&A activity, most of whom have never managed people. We need a fun, dynamic, light-weight but impactful way to integrate and up-skill our new managers.”

Solution: Partnered with best in class providers to deploy leadership, coaching, and career management coaching to 550 new supervisors. Feedback score: 97% extremely satisfied.

collabria

CLIENT PARTNERS

11

AirTouch	Hitachi	National Diversity Council
Autodesk	IDEO	O'Reilly Media
Beringer Wine	Informatica	Owens Corning
British Telecom	IRS	Pacific Bell
CalTex	iRhythm Technologies	Pacific Gas & Electric
CASA San Francisco	Junior Achievement	Reliant Energy
Chevron	Juniper Networks	Riot Games
Cisco	Kellogg GSB	Roche
Cyrq Energy	Kaiser Permanente	Rocket Fuel
Danaher	Lam Research	Rockpile Grape Growers Association
Diageo	Levi Strauss	SF Marathon
Digital Realty	Lockheed Martin	Silicon Graphics
Dolby Labs	Lynmar Winery	Special Olympics
Exxon	McKesson	Stanford University
Fosters Group	Motorola	The Box
Gap, Inc.	Mozilla	Treasury Wine
Genentech	Napa Valley Vintners	Visa International
Guide Dogs for Blind	NASA	Wine & Spirits Education Trust
Hewlett-Packard		

**"Growth is painful. Change is painful.
But nothing is as painful as staying stuck where you do not belong."
-- N.R. Narayana Murthy**

Where does your organization belong? Let's get there. You've already done the requisite building blocks. And now your organization's success depends on **honest assessment, prioritized solutions and relentless execution** of the "people" stuff. A trusted partner with expertise in leadership, organizational dynamics and culture is critical.

You may be facing changes and challenges due to **rapid growth, shifts in strategy, new ownership, realization of leadership and capability gaps**, or employees iterating some version about how communication sucks. Collabria has the experience, insight and nuance to tackle these challenges.

Collabria helps small, medium, and global organizations navigate growth. We bring a **structured yet flexible** approach to helping organizations through change.

Our collaborative partnership emphasizes:

- Creativity and flexibility in partnership and solution
- A drive towards action and execution
- An unwavering commitment to integrity and **measurable results**

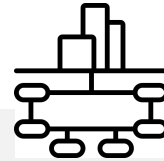


Leadership Alignment

Nothing guarantees mission failure more than a lack of alignment in a senior leadership team.

No responsible team wants to be misaligned, but it happens all the time and can be very damaging to the success of an organization. We help teams articulate strategy, define success measures and establish confidence in individual and combined contributions.

- Leadership Team Assessment & Coaching
- Strategic Planning Facilitation
- Board Engagement & Communications



Organizational Effectiveness

Fast change and rapid growth make it nearly impossible to stay focused on performance, efficiency & results.

Whether in a post-merger environment or adjusting to significant change, organizational effectiveness is critical to achieving financial results. We focus on the strategic “people” levers to ensure fit-for-purpose organizational design, healthy communication and engagement processes, and sound change management practices

- Pre/post-merger Organizational Assessment
- Organizational Design
- Succession & Talent Management



Culture and Change

Culture eats strategy for breakfast.
– Peter Drucker

A strong workplace culture unlocks tangible business results – attracting and retaining talent, boosting morale and motivation, fostering innovation and creativity, enhancing teamwork and collaboration, and improving performance. We identify and cultivate high impact culture opportunities during your company’s key inflection and change points.

- M&A Integration (People, Process, Culture)
- Communications and Collaboration Strategy
- Change Management Strategy

collabria

MEET LISA

14



Collabria's founder, **Lisa Mroz**, has 35+ years' experience working with leaders of small, medium and global organizations. Her expertise lies in helping organizations **embrace change at critical inflection points** - a shift in strategy or ownership, post-acquisition assessment, merger misalignment, or scaling a workforce for increased performance.

Prior to founding Collabria, Lisa held senior roles at Andersen Consulting / Accenture, CSC Index, Hewlett-Packard, and The Concours Group where she built skills to quickly assess the larger picture, understand complex issues, and distill into **actionable solutions**. Since then, she's partnered with senior leaders for both quick hit, high impact projects and longer term project-based initiatives.

Lisa is an avid traveller with a love for culture, wine, and food. Her passion for road cycling complements those hobbies. Lisa holds an MBA from the **Kellogg Graduate School of Management**, a BA in the Plan II Honors Program from the University of Texas, and an Honors Diploma from the Wine and Spirits Education Trust. She earned her Certified Sommelier title somewhere along the way as well.



collabria.

Lisa Mroz

lisa@collabriainc.com

+1.415.806.4025

collabriainc.com

LEADERSHIP | ORGANIZATION | CULTURE