

# CORTNEY HICKS

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## PROFESSIONAL BACKGROUND

Cortney has 8 years of experience leading business transformations, ranging from enterprise technology implementations, process improvement, change management, end-to-end startup leadership, experience & service design, and F500 talent & organizational effectiveness strategies. She possesses the vision and ability to rally and inspire teams around big thinking and results-driven priorities. Cortney excels at leading simultaneous projects on high-performance teams with empathy and poise, with a demonstrated ability to resolve issues and maximize delivery output during periods of change, consolidation, and transformation. Driven by a challenge and solving big problems, Cortney thrives in fast-paced, complex, high-growth environments, and is keen to dig into new domains and leverage her skillset to deliver quality results.

A dynamic and efficient leader, she brings a scrappy, startup mentality to work; her ability to quickly grasp key issues and connect dots most people miss, makes her a trusted thought partner to many – Cortney listens to learn and understand and asks great questions to collaboratively find the best solutions to business challenges. Known for her creative, lateral thinking, Cortney delights in helping others think in new ways and deliver exceptional results.

## SELECTION OF RELEVANT EXPERIENCE

### **Program Manager & Designer | *building Enterprise Change Management capability at a Fortune 500 retailer***

With increasing internal and external pressures, a F500 retailer needed a way to realize greater return on investment and mitigate rework with projects and initiatives that depend on high rates of adoption and usage. Cortney was primarily responsible for the strategy and execution related to identifying, designing, and developing an initiative to scale organizational change capability across the organization. She led the development and implementation of a custom-made change management framework/methodology. Core work included: developing a consistent approach, common language, and brand-right model design to enable change initiatives, that aligned to the organization's culture, language, brand, and different project management methodologies used across disparate teams/functions and addressed specific areas of need – as well as defining the phases, activities, and outcomes that enable it.

To support the new model, Cortney was responsible for creating the business case, detailed project plan, new operating model (inclusive of re-designing/defining roles and teams) to ensure sustained adoption of change interventions. She also solely led the development of 10 reliable & dynamic tools and templates, governance, and key processes to enable change practitioners to identify, diagnose, and mitigate the impacts of organizational change.

### **Senior Program Manager & Functional Lead | *new product & business management***

Cortney served as the Program Manager for a boutique, strategic consulting firm & digital advertising solutions provider. The company sought to bring to market a product that would harness and measure physical traffic, impressions, and engagement at key points of decision in-store/entertainment venues, then deliver personalized/targeted content or service to patrons through digital signage and other connected services, and audience analytics to brand advertisers. Cortney was responsible for managing, coordinating, and monitoring multiple, interdependent, and parallel, projects/workstream leads to strategize, implement, and maintain all business and product priorities that adhered to organizational objectives. Cortney worked closely with cross-functional teams to plan and develop scope, deliverables, required resources, work plans, budget and scheduling for all company projects (inclusive of hardware and software development, IT, sales, account management, strategy, marketing, and finance) to meet program goals and support program enablement and growth. Independently, Cortney was also solely responsible for all aspects of contract/legal deliverables, conducting QA testing and managing product development, pilot tests, implementations, and developing effective marketing strategies and collateral.

### **Industry Expertise**

- Retail
- IT Services
- Business Consulting
- Human Resources
- Hospitality
- Legal
- Education
- E-Commerce

### **Functional Experience**

- Project & Program Management
- Change Management
- Product Management
- Process Improvement
- Experience Design
- Strategy Development
- Organizational Effectiveness
- Learning & Development
- Negotiations

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## SELECTION OF RELEVANT EXPERIENCE

### Functional/Strategic Lead & Project Manager | *talent strategies for F500 retailer*

Cortney was responsible for driving the human capital side of key enterprise initiatives at a fortune 500 retailer. Her primary focus was leading & consulting on high-impact change & performance management strategies. In leading this work, Cortney was responsible for setting strategic objectives, org design, performance management / workforce planning, process improvement, operating model development, stakeholder management, and change management. Cortney utilized user research, negotiation/ADR skills, and mindful practices from SIYLI to manage the human-side of change, working with leaders to determine the greatest risks, and formulate change plans / design tactics that achieve the desired future state with minimal disruption or negative impact to the individuals or organization. She also partnered with functional leads & other partners to prepare, equip, and support people for the changes through targeted communication plans, supporting systems/tactics, and upskilling – where Cortney conducted comprehensive current state assessments to identify the people needs that inform objectives, content creation, and digitization of engaging experiences.

### Program Manager & Strategy Lead | *org effectiveness for F500 retailer transformation initiative*

Cortney was the Functional OE lead for a year-long digital transformation project that launched a new Enterprise Data & Analytics Center of Expertise (EDA CoE). Cortney served as an integral part of the leadership team for this key enterprise priority, tasked with building a new and efficient org and operating model for data & analytics. She collaborated with senior leadership to evaluate business needs, set priorities, and define organizational effectiveness solutions to stand up and support a new EDA CoE. Then, she worked with cross-functional pod to deliver results through the excellence of teams and effective partner relationships, resulting in all projects, hiring targets, and programming delivered on time and under budget in accordance with 12-month roadmap.

### Product Manager & Solution Architect | *implementation, design, & governance of enterprise learning technologies*

Cortney served as the single point of contact for all L&D Technology Platforms at a fortune 500 retailer (including Degreed LXP for executive colleagues, and Surge9 mobile app for Frontline stores colleagues). Cortney defined all functional and technical requirements and led POCs to procure 3<sup>rd</sup> party tech providers for development. She then led all platform architecture, design, and implementation efforts, managing a team of 15 L&D professionals and 30 distributed business partners. Her responsibilities included managing multiple projects and the identification, prioritization, and execution of tasks across workstreams – from R&D to scoping, current state assessments, data aggregation, tech/SSO flows, and Q&A/UAT to creative/branding, change management, content development, and builds. Vendor partners relied heavily on Cortney to architect innovative idea/solution she had that would automate the creation of personalized development plans in response to colleague data and customer demand/store-based staffing needs, using their existing product structure/features. The LXP launched on time to 90,000 colleagues across 13 functions, with 3,000 tagged/cataloged learning resources, 13 fully curated functional learning hubs, 250 curated pathways & skill-based role plans, and 8 third party provider integrations – reaching 83% activation in first month. The new handheld app was stood up, start to finish, in <7 weeks, to deliver personalized and in-the-moment learning to 40,000 frontline, retail new hires, across 827 stores nationwide, successfully decreasing training expenses by 8-13 hours per colleague.

After launch, Cortney continued to own ongoing product design and optimization efforts. Accountable for: Establishing and maintaining platform design standards, processes, templates/resources, and governance. Managing development of insights dashboard in PowerBI. Consulting with partners to guide the experience mapping process and assisting in the architecture of new programs in the platform, and vendor/stakeholder relations. Leading all pre/ongoing UX/UAT activities to ensure the platform delivered on the goals. She did so, by coupling design thinking with agile methodologies to better understand problems, pinpoint friction points, gaps, or opportunities, and deliver solutions quickly via rapid prototyping and testing of solutions.

### Technology Expertise

- Smartsheet
- MS Office
- Mural / Miro
- Articulate 360
- Jira
- Canva
- Degreed LXP

### Certifications

- Design Thinking
- Search Inside Yourself Leadership Institute
- JD

### Deliverables

- Program Plans & Strategy
- Executive Steering Presentations
- Stakeholder Analysis
- User & Market Research
- Business Case Development
- Journey/Experience Mapping & Use Cases
- Change Plan
- Organizational Charts
- Product Roadmap
- Process Analysis & Mapping
- Flowcharts, Activity Diagrams, Wireframing