

THE

SMALL COMPANY AND UNICORN'S GUIDE TO GROWING GREAT TALENT



MELANIE STEINBACH
CAMEO



MARC EFFRON
TALENT STRATEGY GROUP

AND NOW



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HI! I'M MARC



I USED TO



CONSULT



DEVELOP



PUBLISH



INTRODUCING MELANIE



MELANIE STEINBACH
CHIEF PEOPLE OFFICER

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- CHRO
- VP, TALENT MANAGEMENT
- EXECUTIVE SEARCH



- LARGE COMPANY
- MID-SIZE COMPANY
- SMALL COMPANY
- RESTAURANT
- CONSULTING
- MEDIA

A CONVERSATION:

+ A FEW SLIDES

+ SOME DISCUSSION

+ YOUR QUESTIONS



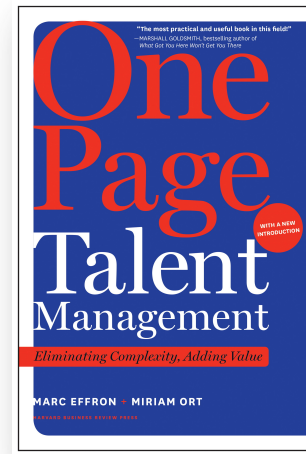
THE GOOD STUFF IS HERE

**LET'S
START
HERE**

**WHAT WORKS IN BIG
COMPANIES WORKS
IN SMALL COMPANIES**

**(MINUS THE BUREAUCRACY,
COMPLEXITY AND POLITICS)**

**LET'S
START
HERE**



**THERE'S GOOD NEWS
WE KNOW WHAT WORKS**

**START WITH THE SCIENCE
(A LOT OF REALLY SMART PEOPLE
ALREADY ANSWERED MOST OF
YOUR QUESTIONS)**

STEP 1

**WHAT'S THE BEST WAY
TO GROW TALENT TO
ACHIEVE YOUR
STRATEGY?**

**(IN OTHER WORDS, WHAT'S
YOUR TALENT PHILOSOPHY?)**

STEP 1

WHAT'S YOUR TALENT PHILOSOPHY?

1. **Performance:** What are the consequences of higher or lower employee performance?
2. **Behaviors:** How much do behaviors matter for managers and employees?
3. **Differentiation:** How should we differentiate our investment across varying levels of performance and potential?
4. **Transparency:** How open should we be with people about their performance and their potential to advance?
5. **Accountability:** To what extent should managers be responsible to build the quality and depth of their teams?

STEP 2

**WHAT ARE YOU TRYING
TO BUILD?**

**(WHICH 3 OR 4 CAPABILITIES
ARE THE MOST CRITICAL FOR
SUCCESS, RIGHT NOW?)**

STEP 3

CREATE RADICALLY SIMPLE TALENT PRACTICES

**(WHAT'S THE EASIEST, MOST
ACCURATE WAY TO ACHIEVE THE
OUTCOME?)**

STEP 4

CREATE CLEAR, CONSEQUENTIAL ACCOUNTABILITY

**(WHAT GOOD THINGS/BAD
THINGS WILL HAPPEN TO
LEADERS?)**

THE BASICS

TALENT PHILOSOPHY
CRITICAL CAPABILITIES
SIMPLE PRACTICES
CLEAR ACCOUNTABILITY



Our company purpose is to **wow** those we love.

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Our size & scale

Funding

\$100M raised in Series C

\$1B valuation

Talent

Tens of thousands in total

Employees

242 FTE

400 expected by EoY

Magical Moments

47,436 last week

491,000 YTD

2,334,000 lifetime

By the end of 2020, **57%** of our employees had never worked in a Cameo office.



In 2021, we plan to double in size, with everyone onboarding and working **anywhere.**

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How we are building our foundation

People Charter

**Performance
Management**

**Quarterly People
Reviews**

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Discussion

LET'S TALK



QUESTIONS

