

Not So Slow

When the going got tough, these folks sped up.

BY THE EDITORS

The Great Recession has been longer and more enduring than any economic slowdown since the 1930s. It has brought wrenching dislocation and arguably created—or, more accurately revealed—structural deficiencies in the economies of the West.

In such an unnerving marketplace, human resources leaders have found themselves on the front lines. They mediate, after all, between the C-Suite and those on the factory floor or in the field making cold calls or in the back office with the green eyeshades on.

Big deal. Or, more to the point, big deals. Faced with such adversity, the best within the HR world have recognized the adage that with crisis comes opportunity. While others have been sidelined, these leaders seized the field to make new, game-changing plays.

This year's list of *HRO Today* Superstars is smaller, not because of macroeconomics; indeed, making the selections below was excruciating. Many worthies were left off the list. But the editors have decided, going forward, we want this space to recognize the pinnacle of the profession. So, as we always look for ways to spur performance in the new normal, look up. [HRO](#)



Superstar: Practitioner



PRACTITIONER: Chris Collins
Managing Director, HR Service Delivery, Delta Air Lines

2010: New heights

Collins runs Delta's HR services from its world headquarters in Atlanta. In this capacity, he is responsible for managing the delivery and compliance requirements for outsourced HR services for more than 100,000 Delta employees, retirees, their families, and other beneficiaries around the world. The scope of his leadership also includes recruiting and staffing, payroll functions, and HR management systems. Combining business savvy with technical proficiency, Collins is recognized as a subject-matter expert for all of Delta's HR systems. He is adept at fostering connections between people and creating partnerships and alliances, to motivate forward momentum to get things done. Acknowledged as a leader in the HR industry, Collins was recently named to, and has also been recognized by the League of American Communication Professionals. Within the last year, Collins deepened his footprint in the RPO space when he extended Delta's contract with PeopleScout from three years to five. "PeopleScout successfully implemented a customized solution that delivered solid results," he said at the time. "Their fully integrated approach has resulted in reduced recruitment cycle time and quality hires, which positively impacts long-term retention." Collins is clearly a leader who gets it.

Superstar: Practitioner



PRACTITIONER: Kathleen Kostrzewa
VP, HR Service Delivery, Global, at Avon Products, Inc.

2010: Transformation

Kostrzewa is responsible for managing complex HRO solution and services transitions—including engagement with IBM and their business partners. The arena: global HRO transition and transformation, including critical milestones and integration checkpoints involving Avon IT, HR service delivery and HR end users over multiple years and geographies. As the overall Avon lead, she was responsible for meeting not only contract objectives, but the financial and business case thresholds for the Avon business while maintaining end-user interest, involvement and commitments. Her challenges included rollout of manager self service into a very high-touch culture, where HR was engaged in many administrative activities, addressing global need for additional language capability within the Oracle/PeopleSoft application, as well as improving the performance management processes for the Avon company. Kostrzewa initiated the vision for the HR service delivery group around managing processes for the HR function—i.e. becoming the HR project manager of choice for internal initiatives, not necessarily activities related to HRO services. As a result of her pursuit of the “better practice” and consultative view of opportunities, she has consistently been recognized by her clients as what one called a “truly valued partner.”

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Superstar: Practitioner



PRACTITIONER: Penny Stoker
VP, Global HR Services, AstraZeneca

2010: Extended excellence

AstraZeneca, one of the world’s top biopharmaceutical companies, has operations in 101 countries and 32 languages. While three of its countries’ HR operations were mature and had strong self-service orientations, the other were at varying levels of HR service delivery. To improve efficiency and reduce costs while increasing value, Stoker recognized the critical need for standardized, global, core-people data, and the importance of a simple and intuitive user interface to drive self-service at both the manager and employee levels in all countries, at the local level. With a clear vision of what needed to be achieved—developing and ultimately implementing a new HR services delivery platform and model on a massive, global scale, while simultaneously ensuring every countries’ needs were addressed—Stoker engaged with EquaTerra and the law firm Milbank Tweed. After the vision was fleshed out, the RFP was issued in February 2009. Down-select was conducted in April 2009, an interim service agreement with NorthgateArinso was reached in October 2009, and a definitive agreement signed on December 17, 2009. Her team is currently in testing/learning mode with a representative group of countries (one large, two medium and one small), and implementation will begin in January 2011.



Superstar: Provider



PROVIDER: Gary Butler
President and CEO, Automatic Data Processing, Inc.

2010: Global platform integration

As more and more large organizations seek to align HR and payroll policies across global workforces, the need for providers to not only accommodate their platform needs, but also deliver a consistent layer of service, has become more critical than ever. Centralizing the percentage of global employees who reside outside of primary operations is often the most difficult part of global HR BPO. Enter, Gary Butler, who has responded by investing significantly in the infrastructure and support required to help organizations fulfill their own global HR and payroll objectives. A measure of success is that today, ADP has nearly two million employees contracted for ADP HR BPO services covering 70 countries. Last year, under Butler's leadership, ADP made a significant move that its offer components could be brought together in a unique model that delivered the single database, single-service platform, single contract and single governance model that multinationals were seeking. This effort (named GlobalView Select) has been extremely well received by buyers. Several analysts have called this offer a game changer, and it is the latest of Butler's contributions to HR outsourcing business. According to Elliot Clark, CEO of *HRO Today* magazine, "ADP has demonstrated a new level of market leadership."



Superstar: Provider



PROVIDER: Rebecca Callahan
President, SourceRight Solutions

2010: Rebranding and expansion

Callahan was appointed to her present role in September 2009, having previously served as senior vice president of RPO and MSP for SourceRight Solutions, a division of SFN Group. In her current role, she is aggressively expanding the HR outsourcing industry's value proposition. Today's leading competitive business organizations require business talent thru multi-employment engagement models, which require multi-specific talent acquisition processes and implementation of a growing complexity of compliance regimens. Callahan is driving SourceRight to meet this fast-growing client need by implementing an integrated workforce acquisition solution process that helps clients get the right mix of talent engagements to meet and outperform their organization's business objectives. Recently appointed a member of the global board of trustees for HRO Association, she also serves on the RPO Alliance board. She has also been aggressive in encouraging SourceRight staff to contribute time, effort and expertise to the HROA and RPO Alliance initiatives that support the value, capability and membership growth of these industry professional advocacy organizations. During the past year, she led the successful rebranding of Spherion to SourceRight Solutions and forged a new global RPO business partnership and brand with Hays plc. What recession?



Superstar: Provider



PROVIDER: Michael Gregoire
Chairman and CEO of Taleo

2010: Wildfire growth

Before joining Taleo in 2005, Gregoire was executive vice president of global services for PeopleSoft and also executive director of the EDS New York Information Solutions Organization. That background served him well as he took his company public and then deftly steered the job applicant and employee data software business through the Great Recession. Back in 2008, company auditors had caused major headaches for Taleo when they forced it to delay financial updates pending a decision on revenue recognition. Yet Gregoire not only maintained existing customers but brought in new business. He even bought his top competitor, privately held Vurv Technology, for \$129 million in cash and stock. “We had to make assumptions about how accretive we could make this deal, and how the business would operate going forward,” Gregoire told *Forbes*. “It turned out to be a complete windfall for us.” (Windfall, indeed: Taleo added six points of operating margin in a single year, virtually impossible in the on-demand software industry.) In 2010, Gregoire acquired again, this time snapping up Learn.com, Inc. In five years, Gregoire has grown Taleo from a \$50 million concern to the second largest software-as-a-service (SaaS) provider in the market, with revenues nearing \$200 million. Nice work, if you can execute it.

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Superstar: Influencer



ADVISOR: Hary Bottka
HR Global Practice Director, TPI

2010: Post-recession tactician

Bottka specializes in HRO assessment, service provider due diligence, final requirements development, and service delivery and support modeling for HR, payroll, and staffing. As recruitment and staffing advisory leader within the HR practice at TPI, he provides thought leadership and guidance regarding the RPO and managed service provider (MSP) markets and service providers. His portfolio is wide and deep. He has managed large RPO service provider selections for manufacturing, telecommunications, energy, and automobile/trucking companies and has worked with a regional energy company, a global manufacturing firm, and a global transportation firm to manage assessment and RFP processes around MSP programs. In addition, he recently managed an RPO and contingent labor global contract renewal strategy for a leading financial institution. According to Elliot Clark, CEO of SharedXpertise, “No one in the recruitment space has a better track record or understanding of both the buy side and the sell side of the larger industry deals.”



Superstar: Influencer



ADVISOR: Anthony Hesketh
Professor, Lancaster University

2010: Paradigm shifting

Hesketh is one of the world's leading academicians in the arenas of talent development and BPO. His greatest contributions to BPO measurement derive from his focus on the linkages among executive strategy, leadership, and organizational performance. A widely published author, he contributes to sourcingchange.com, as well as to the pages and summits of both *HRO Today* and *HRO Europe*. A key to Hesketh's stature is that his work is guided by practical application, as opposed to ivory tower theory. He has put his ideas to the test—with organizations such as Accenture, British Telecom, Citigroup, Microsoft, Unilever, and Royal Dutch Shell. The founding director of the Centre for Performance-Led HR at Lancaster, Hesketh is also a member of the Board of the HRO Association, for which he heads the Global Research Committee. Most recently, he ignited debate at the HRO World Summit in Amsterdam with a provocative presentation (a version of which will appear soon in these pages) that challenged the outsourcing industry to elevate its analytical metrics. He is currently at work on a book about the viable proposition of corporate responsibility practice, a portion of which are slated to be published in 2011 by *HRO Today's* sister publication, *CH Magazine*.



Superstar: Influencer



ADVISOR: Bill Kutik
President, Kutik Communications

2010: Ongoing thought leadership

Kutik is a technology columnist for *HR Executive Magazine* and *HRE online.com*, as well as the host of The Bill Kutik Radio Show, where he regularly hosts industry leaders. He is a leading independent analyst of the HR technology marketplace with specialties in human capital management, recruiting, talent management, and social networking. "We, like many, appreciate Bill's advice and insights," says SharedXpertise CEO Elliot Clark. "During the past year especially, we have valued all the guidance he has given to us, and of course the rest of the industry, about the importance of HR technology and its display." *HR World* named Kutik one of "The Top 25 HR Influencers of 2007." More recently, he was named a "Top 25 HR Digital Influencer 2009" and a "Top 100 Influencer." For 20 years, he was consulting editor for Esther Dyson's leading computer industry newsletter, *Release 1.0*. Previously he was the founding editor of the monthly magazine, *Computers in HR Management* and managing editor of Ziff-Davis' *Computer Industry Daily*.

Superstar: Dealmaker



DEALMAKER: Michael Beygelman
President, RPO solutions, Adecco North America

2010: Multiple deals

When not renewing or inaugurating RPO engagements, Beygelman doubles as a highly reputed thought leader in HR services, HR technology, and recruitment process outsourcing. (Full disclosure: He also writes the *Employment Report* column for these pages.) In his previous incarnation as Executive Director of the HR Outsourcing Association, where he directed all operating activities, he was instrumental in promoting education, information exchange, and the advancement of best practices throughout the HRO industry. During that tenure, he was also responsible for the successful launch of the industry's largest RPO special interest group, the RPO Alliance with the support of senior leadership. No surprise, then, at the extraordinary list of new engagements and renewals that he helped oversee in 2010: AOL, Avis Budget Group, DHL Express, Fannie Mae, Lockheed Martin, Patch.com, PNC Bank, Verizon Government Solutions, and dozens of others. Beygelman was also instrumental in Adecco's acquisition of Spring Group (and its RPO arm, hyphen) last year. That move widens and deepens the Adecco footprint—and its UK and Irish penetration in particular—at what is arguably an inflexion point in the evolution of RPO.

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Superstar: Dealmaker



DEALMAKER: Russell Fradin
Chairman and CEO, Aon Hewitt

2010: Merger with Aon

When Fradin joined Hewitt in September 2006, he brought a reservoir of outsourcing, operations, and strategic consulting experience. During his tenure, client satisfaction rose, turnover dropped, and a focus on getting lean brought significant margin improvements. Hewitt also fueled growth by entering new markets and expanding globally. All of which laid the groundwork for one of the biggest deals of the year in the HR services industry, when Hewitt announced in July that it was merging with a subsidiary of Aon Corporation. That deal is widely seen to have moved the new entity into a class with only a handful of other global providers. Before joining Hewitt, Fradin served as president and CEO of The BISYS Group, a financial services administration firm. He gained his operations experience over seven years with outsourcing giant ADP. As president of its Global Employer Services group, he oversaw 28,000 employees and more than 400,000 clients globally. He orchestrated a growth program that increased revenues 66 percent, from \$2.7 billion to \$4.5 billion, and improved the group's profit margin by more than 500 basis points. Fradin serves on the Board of Directors for both Gartner and The Executives' Club of Chicago, as well as the Board of Ambassador.



Superstar: Dealmaker



DEALMAKER: Jonas Prising
President of the Americas, Manpower

2010: Acquisition of COMSYS

Prising oversees all aspects of Manpower's \$4.1 billion North and South America business unit, which includes nearly 1,000 field offices that employ more than a half million permanent, temporary, and contract employees. Prising joined Manpower in 1999 and assumed his present role in 2008. Previously, Prising worked for Electrolux, eventually rising to lead global sales and marketing for one of its business-to-business divisions. With an MBA from the Stockholm School of Economics, Prising speaks five languages, a background that helped him lead the firm last year to its savvy acquisition of COMSYS, a division of Tapfin. "The acquisition will strengthen Manpower's global professional business, which is roughly a \$3 billion business," Prising told *HRO Today* at the time. "In North America it will be a \$1 billion business, which is focused exclusively on providing professional skills within the verticals of IT, engineering, finance and accounting. For some time we have been looking at acquisition opportunities, and we believe that COMSYS is a perfect fit for us both from a strategic and cultural perspective." This play allows for the expansion of Manpower's global footprint, increasing its service level in both the RPO and MSP space. A few years in the making, the deal was completed in early April. Well played.