



GUIDE

Driving Business Performance Through HR Process Optimization

The Process “MAPS” Methodology



**CONTEMPORARY
LEADERSHIP
ADVISORS**



If you can't describe what you are doing as a process, you don't know what you are doing.

W. Edwards Deming



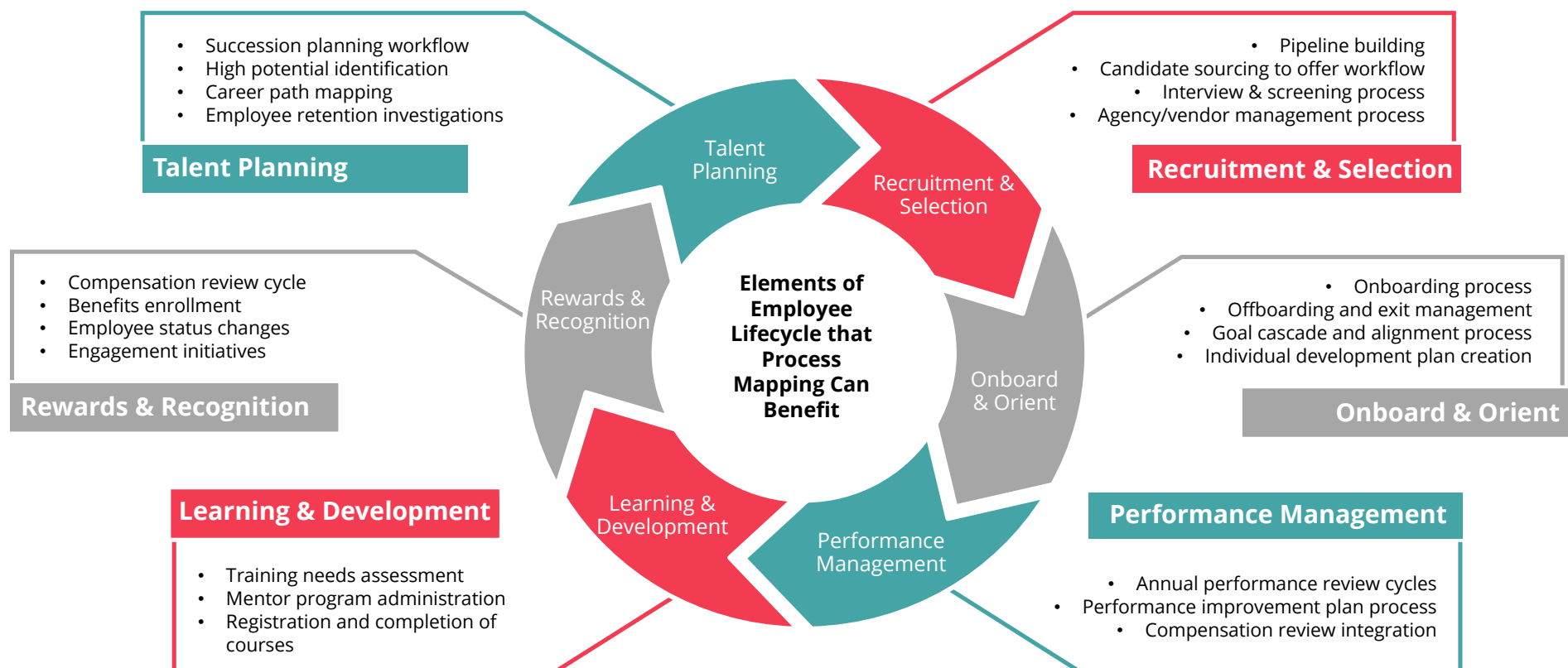
Process is the “How” Behind the Outcome

Effective process creates better ways of working. It frees people to be creative and focus on higher-value activities. They don't worry about things falling through the cracks, reinventing the wheel, or stepping on someone else's toes because it's all there, spelled out, and everyone has agreed to it.



Investing in HR Process Optimization Delivers Organization-wide Impact

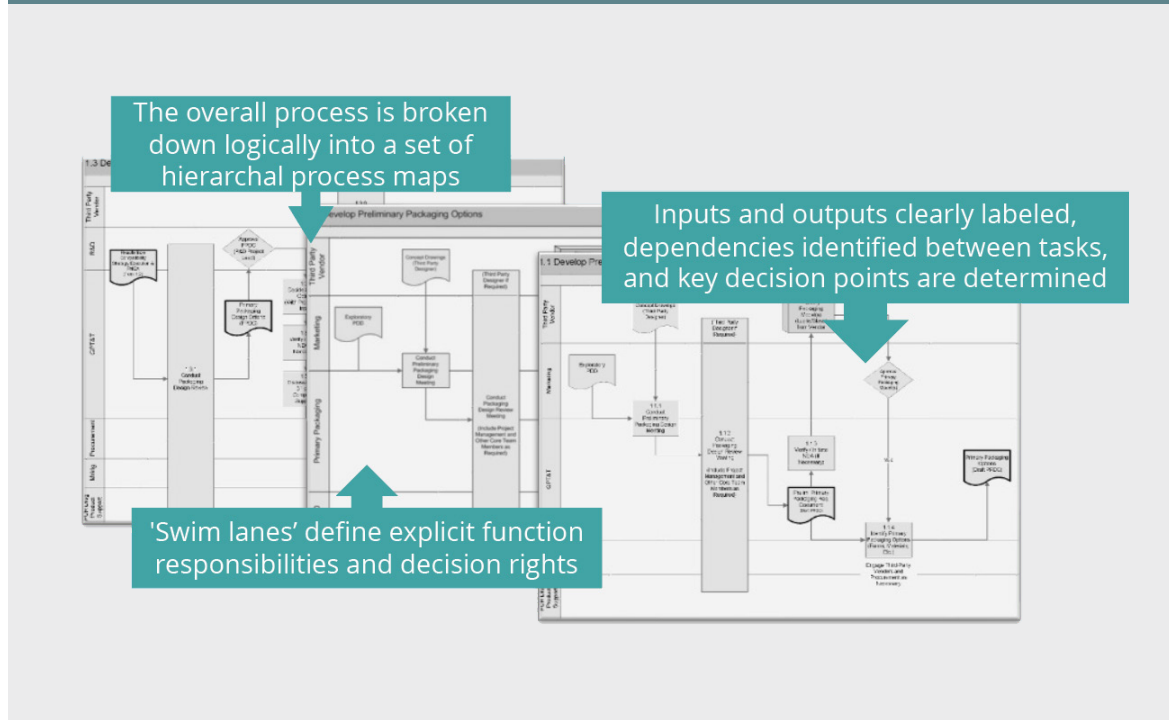
At every stage of employment, HR processes shape an employee's experience, influencing their interactions with systems, workplace functions, and the organization as a whole.



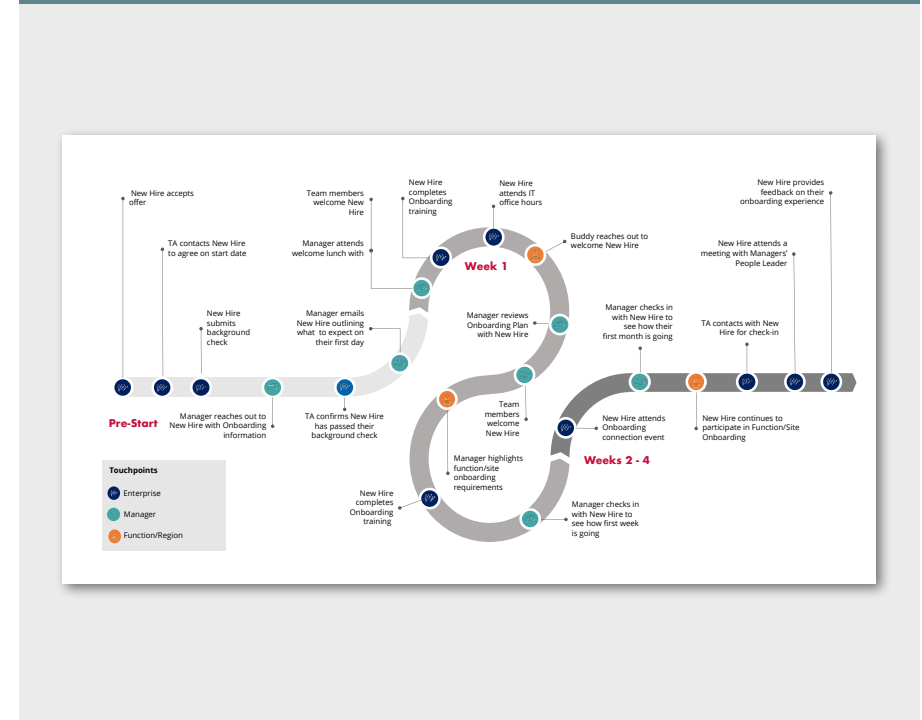
Key Elements of Process Mapping

Process mapping is a valuable tool for understanding, analyzing, and improving business processes by visually outlining the steps needed to achieve a goal from start to finish, enabling key stakeholders to collaborate and agree on a common understanding of the workflow.

Creating Simple Maps of Current Complex Workflows



Producing Clear, Visually Engaging Resources That Enable Quick Adoption

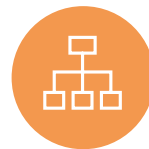


Why Process Mapping Matters: HR Advantages



Enhances Cross-Functional Alignment

Provides clear visibility into processes, ensuring teams are aligned and establishing standardized workflows across departments



Clarifies Roles and Decision Rights

Defines clear roles and responsibilities while documenting standard operating procedures to empower consistent, informed decisions



Reduces Costs

Identifies and removes bottlenecks while enabling automation, streamlining routine tasks, and accelerating employee onboarding processes



Facilitates Collaboration

Fosters discussion and creates buy-in through the mapping process, while establishing a foundation for ongoing process optimization

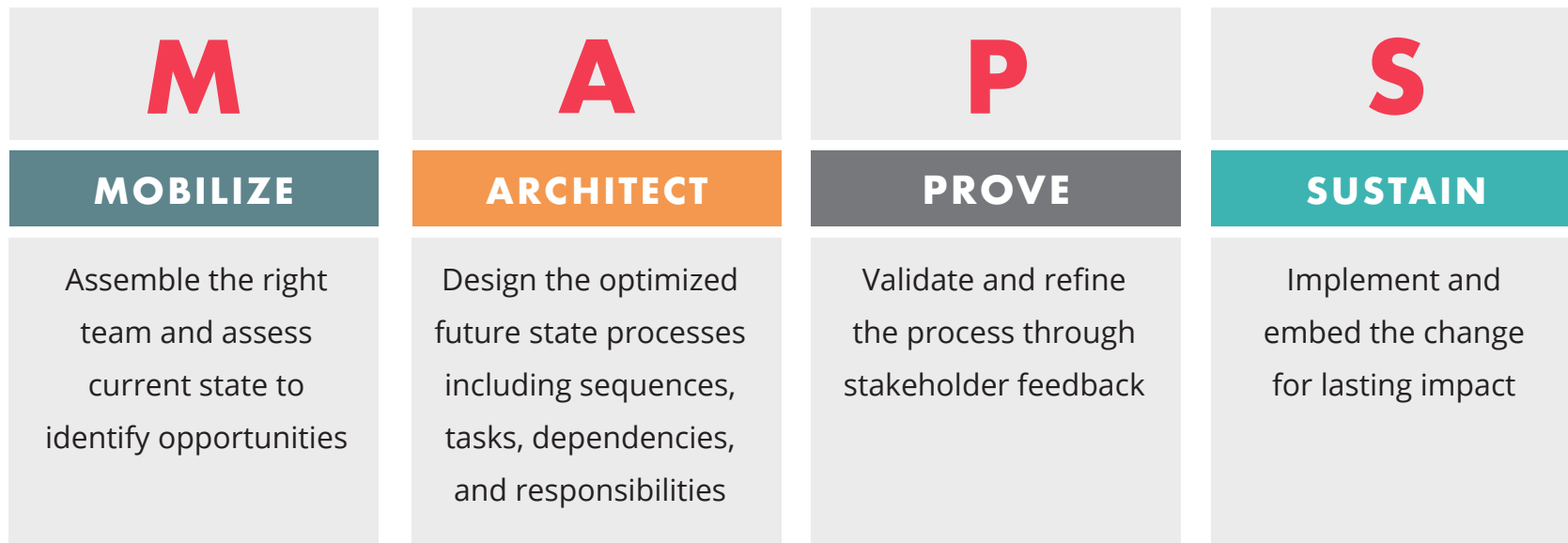


Encourages Innovation

Eliminates operational uncertainty, creating space for creativity while establishing a measurable baseline that supports continuous improvement.

Process Mapping Methodology

The **MAPS** methodology optimizes HR and business processes by defining efficient, scalable workflows that enhance employee experience and organizational effectiveness. This systematic approach ensures HR teams and cross-functional stakeholders work together to implement lasting improvements across the organization.





Assemble the project and design team and assess current state to identify opportunities.

KEY ACTIVITIES

- Charter cross-functional Design team
- Review relevant documents and materials
- Conduct 1:1 interviews with key stakeholders to Identify pain points
- Document current process

SAMPLE DELIVERABLES

- Project Team Charter, RACI & Timeline
- Stakeholder Interview Findings
- Current State Assessment and Draft Process Maps

How the Current State Needs to Change	
Current State	Future State
No standard, enterprise-wide approach	One common global onboarding experience
Focus on accelerating speed to new joiner productivity	Focus on accelerating speed to new joiner effectiveness AND fostering belonging
Managers onboarding responsibilities ill-defined and carried out haphazardly	Clear manager expectations with accompanying tools to support execution
Where it exists, instructor-led Day 1 training does not scale cost-effectively or foster retention of learning	On-demand learning scales and allows new hires to learn at their own pace
Training lacks early inspirational elements and does not foster connections outside immediate team	New elements (e.g., patient videos, opportunities to connect) that increase inspiration & belonging
Numerous owners, each of whom is only accountable for their piece of onboarding	One owner, with cross-functional oversight
No consistently applied mechanism for continuous improvement	Onboarding evaluation data used to assess and improve approach on ongoing basis

Key Findings from Stakeholder Interviews

1

Bright spots within the function surrounding process improvement signal executive leadership dedication to positive advancements and suggest a promising direction for the future.

Summary

- There are a number of individuals within the function who are well intentioned and have been instrumental in change efforts (P. 1)
- Senior leadership communicates consistent messaging surrounding the importance of process improvement to fulfill national strategy (P. 2)
- In identification of processes to recent new hire onboarding, there is the focus on speed to hire (P. 3)
- There is a strong focus on ongoing process improvement across business (P. 4)
- Though current process with time savings, 48% of all participants believe that the benefits can reach a 25% to 50% increase (P. 5)

2

Recent changes surrounding process improvement within the function have yet to be coupled with structured change management initiatives, leading to team distrust that positive momentum will continue.

Summary

- Lack of effective change management strategies (e.g., employee training, subject matter expert change agents, clear role based career or career readiness assessments) can lead to feelings of disorientation and uncertainty on the team (P. 1)
- The function's recent focus on scaling process, so that will continue to be supported with additional resources for success (P. 2)
- There are varying degrees of resistance to change surrounding process, length of time to hire (P. 3)



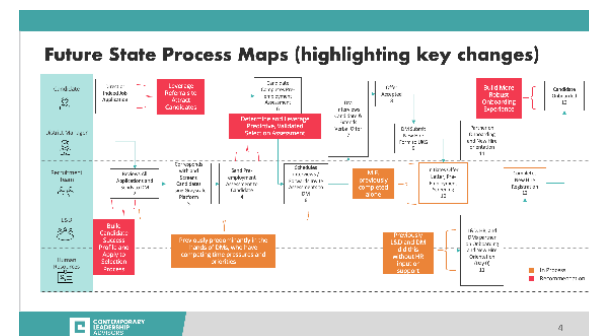
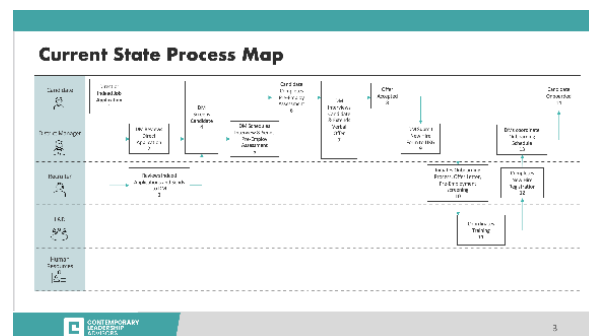
Design the optimized future state processes including tasks, sequence, dependencies, and responsibilities.

KEY ACTIVITIES

- Plan, design and develop materials for Validation Session
- Conduct in-person validation session with Design Team
- Document feedback and required revisions
- Modify process maps based on feedback
- Build out supporting resources

SAMPLE DELIVERABLES

- Validation Session Materials
- Draft Future State Process Maps
- Draft Detailed RACI Matrix





Validate and refine the process through stakeholder feedback.

KEY ACTIVITIES

- Conduct final validation and receive sign-off from Design Team
- Package Final Process in easy-to-use visual representation
- Build corresponding communication resources
- Develop Change Management Plan

SAMPLE DELIVERABLES

- Final Process Maps
- Training Materials & Guides
- Change Management Plan



Action Plan for Launch					
Specific Actions	Timeline	Working Together	Additional Stakeholders	Project Mgmt. Plans	Measure
See what needs to occur, and the timeline, roles, resources, and who you need to communicate.	See what needs to occur, and the timeline, roles, resources, and who you need to communicate.	See what needs to occur, and the timeline, roles, resources, and who you need to communicate.	See what needs to occur, and the timeline, roles, resources, and who you need to communicate.	See what needs to occur, and the timeline, roles, resources, and who you need to communicate.	See what needs to occur, and the timeline, roles, resources, and who you need to communicate.



Implement and embed the change for lasting impact.

KEY ACTIVITIES

- Execute change management plan
- Train stakeholders
- Assess results and refine process for continuous improvement

SAMPLE DELIVERABLES

- Communication Materials
- Process Metrics Dashboard
- Continuous Improvement Plan

Getting People to Change is Difficult

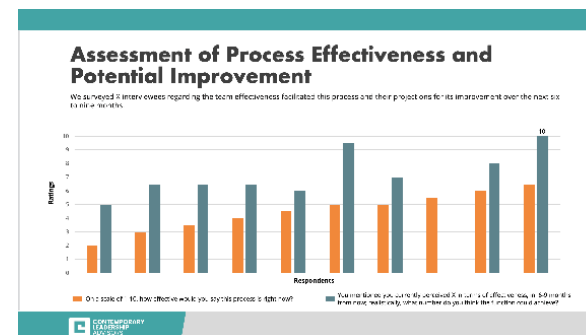
"When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion."
— Dale Carnegie

Worry-free, compliant change!

Typical Emotions When Encountering Changes

- Change fatigue
- Rationale is unclear
- Employees don't know how it affects them
- Important stakeholders not involved
- Insufficient leadership support
- Competing priorities
- Mixed messages about what's important
- Not taking culture into account
- Fear of Failure
- Rewards not aligned to the change
- Conflicting goals
- Vested interests
- Employees lack the capabilities to execute
- Too much noise in the system
- Lack of resources
- Poor planning
- Lack of timely feedback on progress
- Declaring victory too soon

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CASE STUDY: Global Onboarding



CHALLENGE

A global biopharmaceutical company faced challenges with fragmented employee onboarding across regions and functions. The HR processes lacked standardization, with unclear handoffs between teams and no centralized tracking system, ultimately impacting employee engagement and integration.

APPROACH

Working with a diverse group of stakeholders, we mapped the current onboarding journey to identify pain points in talent integration and system connectivity. Through collaborative workshops, we designed a streamlined, unified onboarding framework that emphasized employee connection and clear process ownership.

SOLUTION

The project resulted in the company's first comprehensive onboarding blueprint, consolidating 10 separate processes—each with limited accountability and multiple owners—into 1 single, streamlined process with a dedicated process owner responsible for cross-functional oversight. Supported by customized tools and resources, this new framework enhanced the employee experience and HR operational efficiency while laying the foundation for the organization's future automation initiatives.



Our Story

In 2015 the Founders of CLA began discussing the changes they were seeing across the businesses landscape. The rise of digital technology was allowing for instantaneous exchanges and significantly more connectivity. The degree of interconnectedness was making forecasting more difficult, It was harder to determine cause and effect, and it was harder to place bets, because what worked in the past was not guaranteed to work in the future.

They were continually disrupted by the next wave of change and exhausted by the prospect of having to react yet again. It was becoming obvious that the staid approaches to leadership were simply not working.

Dan, Steve and Beth saw an undeniable opportunity. Existing consulting firms were not addressing disruption. They started Contemporary Leadership Advisors in 2016 with the goal of helping enterprises transition from the traditional operating model, which is efficient in stable environments, to an adaptive leadership system, which is resilient in disruptive environments.

Today, CLA is a leading consulting firm that works at the intersection of behavioral science and business expertise, and one of the only firms of its type taking this approach. Under this model, the future of leadership looks promising.



Principles That Inform our Work with Clients

We Bring The Donuts



We are accessible and down to earth. We meet clients where they are. We make room for others. We actively listen and encourage questions and input. This approach fosters trust and connection with clients on a deeper, more meaningful level.

We're Not Afraid to Color Outside the Lines



We ambitiously imagine, we connect dots, we experiment. We find better ways. Instead of relying on the staid practices of yesteryear, we seek and develop innovative ways of solving today's unique challenges.

We Make Space for the Elephant in the Room



To be our best selves we believe we must be genuine. We approach relationships with honesty as well as humility. We're not afraid to speak truth to power. This authenticity allows us to address our clients' thorniest and most difficult challenges.

We Read the Footnotes



We are constantly learning. We have a persistent desire to know not just 'how', but also 'why'. We dive deep while keeping an eye on the bigger picture. By connecting dots, we equip ourselves to address complexity and provide insightful and impactful solutions.

Clients We Serve

We are proud to work with a wide range of institutions, including Fortune-500 companies, leading private equity firms and prestigious non-profits. Here are just a few...

GET IN TOUCH

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