

# Guild



## The HR Stakeholder Communications Toolkit

Discussion guides, pain points, persona overviews, and more to help you build cross-functional support for a major investment in career growth

## Introduction

In a volatile and economically anxious climate, how should HR leaders appeal to the C-suite and other executives when it comes to investing in their workforce?

Savvy HR executives know that making career growth the heart of an organization's culture and employer value proposition is a [great innovation opportunity](#). An investment in career opportunity can help an organization:

- Attract motivated employees that are looking for growth
- Create an employee experience that retains workers
- Build skill readiness and agility as technology evolves
- Use talent to drive business and innovation outcomes

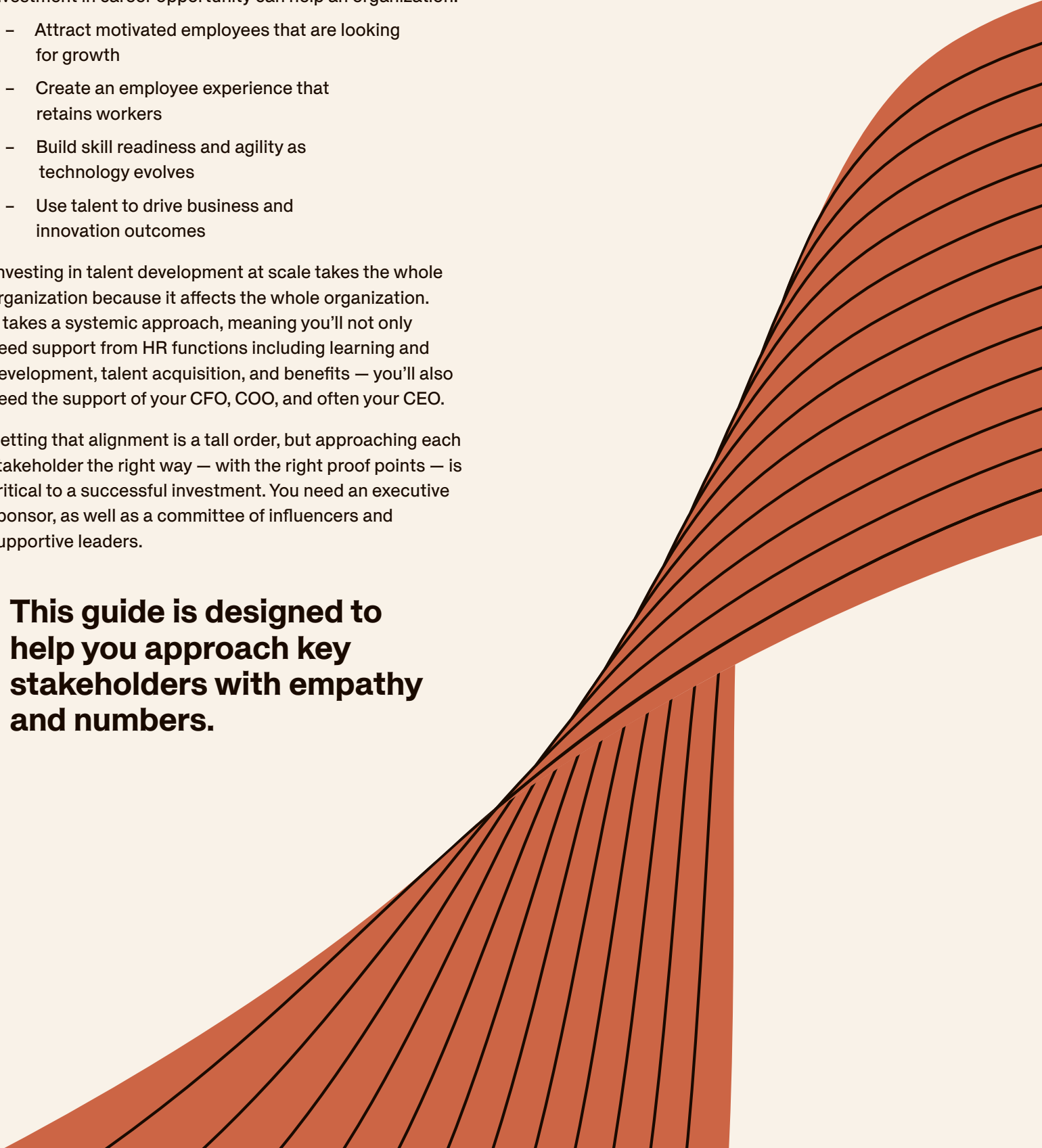
Investing in talent development at scale takes the whole organization because it affects the whole organization. It takes a systemic approach, meaning you'll not only need support from HR functions including learning and development, talent acquisition, and benefits — you'll also need the support of your CFO, COO, and often your CEO.

Getting that alignment is a tall order, but approaching each stakeholder the right way — with the right proof points — is critical to a successful investment. You need an executive sponsor, as well as a committee of influencers and supportive leaders.

**This guide is designed to help you approach key stakeholders with empathy and numbers.**

**Frame your conversations around the most acute challenges that a specific leader is facing, how this investment will help, and be ready with the numbers to back it up.**

Keep reading to learn how you can identify the right people you need to get involved and when — as well as cheat sheets in communicating what matters to them in language they'll understand.



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# Discussion Guide: Creating Buy-In for Talent Development Investments

You're bought in and excited to invest in a truly transformative career growth and mobility program that will benefit all employees — and drive both talent and organizational strategy.

Next up is convincing the stakeholders that matter — both within and beyond HR.

But where should you start? Who do you approach, in what order, and what do you say?

## In this discussion guide, we will help you:

- Identity the key stakeholders at your organization
- Find an executive partner and build a cross-functional committee
- Build the business case with the right approach

## Meet the players: An overview of key stakeholders

First, let's start with a quick-hit overview of your key stakeholders. In terms of titles and levels, an investment big enough to change the culture at your organization is big enough to warrant the support of the C-suite or most senior leader in each department.

We'll start with the HR department.

	HR leader/ CHRO	L&D	Benefits Leader
What they do	Develop and oversee <b>HR strategy, policies,</b> talent management and own budget	Develop a <b>learning and development strategy</b> aligned with the company's goals and objectives	Develop and implement a compelling <b>benefits / total rewards program</b>
What are their pains?	Ensure organization has the talent it needs. Looking for solutions for <b>turnover, talent attraction,</b> and <b>skill gaps.</b>	Address <b>learning and skilling</b> needs of the organization and individuals with existing budget and resources	Manage and <b>improve the benefits</b> program amidst rising costs, employee expectations, and competitive pressures
How and when to engage them	<b>As the investment takes shape,</b> demonstrate business alignment and impact through people management and skilling	Involve as <b>early as possible,</b> emphasizing how additional investment would augment the current systems and tools	Involve as <b>early as possible,</b> emphasizing the ease of transitioning from any existing benefit along with extensive vendor support

Outside of HR, finance and operations tend to be the biggest stakeholders of an investment in talent development. For finance, it's all about numbers and ROI. For operations leaders, although it varies across industries, it's about talent supply and how that impacts customer service and general business stability.

	Finance Leader	Operations Leader
What they do	Oversee <b>financial operations</b> , including financial planning, budgeting process, and resource allocation	Develop and oversee <b>frontline operations of a business unit</b> , and set business objectives and performance metrics
What are their pains?	Ensure <b>business growth and profitability</b> amidst economic uncertainty, market volatility, and rising costs	Maintain and improve <b>business unit performance</b> and customer satisfaction, and ensure unit is staffed
How and when to engage them	Involve <b>mid- to late-stages</b> ademonstrate strategic impact and potential ROI	Involved <b>mid-stages</b> , focusing on how the investment drives smooth operations, operational excellence, improved customer performance, and beyond



## The process: Find an executive sponsor and build a cross-functional committee

Although we've given a recommended order for approach based on job responsibilities, every one of these departments and functions should be closely involved in bringing the program to fruition.

The most effective approach starts with an executive sponsor, but it includes different levels of leadership from every department and function listed above. For example, you might identify your CHRO as your executive sponsor, but then bring in your VP of L&D, a senior operations leader, and your head of benefits to be on a part of the committee.

Not sure who would be the best partners to work with and begin to build support? These guiding questions can help you decide the approach and strategy that will work for your organization. While they are designed to point to your executive sponsor, they can also be helpful in navigating other committee member's priorities as well.

### Guiding questions to plan your approach

#### 01. Are there any visionaries or new executives eager to make their mark?

Investments that have the potential to transform an organization can also transform individual careers. A major talent development and mobility program can be part of an executive's legacy and a major win in their professional journey.

Consider whether there are any executives at your organization who seem particularly hungry for change or who are capable of such a vision.

If you're unsure, use these questions to guide your thinking:

#### Has the executive put forward a strategy for the year, or the next five years?

If so, what are the areas of focus? Are they bringing forward new ideas and initiatives, or are they focused on streamlining and finding efficiencies? Does it come across as aggressive in terms of action, or conservative in terms of cost-consciousness?

See if you can match the tone. If the strategy is focused on new initiatives, align your investment with their goals. If the messaging seems more focused on cost-consciousness, emphasize the ROI and savings that would more than justify the investment.

And if there isn't a company-wide strategy yet, position the initiative you're championing as a potential program.

#### What do you hear from other operators in the business?

See if anyone in your network or peer group has insight into this leader's priorities or ways of working.

#### Has this executive spoken out in the press at all?

Some executives want to champion their organization and build their own brand by putting forth their vision in the media. A simple Google search can help you find this one out.



## 02. Who has the most acute, urgent pain points?

While this investment is a long-term commitment, it can have short-term impact as well. Consider which executive has the biggest or most urgent pain point. For example:

- **Are talent shortages hindering your company's ability to open new stores or grow? Or for healthcare organizations, are nursing shortages in particular impacting patient care?**

Try your COO first.

- **Is your employer brand affecting the company's ability to attract talent?**

Look to your CHRO or VP of Talent Acquisition.

- **Are you having trouble hiring enough people with the right skills to support company strategy?**

Approach your head of L&D.



### Chief People Officer Spotlight

**In healthcare, talent strategy can be a life or death matter.**

"We have over a million patient encounters a year. Staffing our facilities is a matter of life and death; that is the critical short-term need," Allan Calogne, Chief People Officer, Core Operations for Bon Secours Mercy Health said at Guild's 2023 Opportunity Summit.

Fortunately, the health system was able to meet this short-term need in a way that set them up for success in the long term as well. **The solution: Investing in employees with strategic education benefits and defined career pathways that built the skills and credentials needed to move into critical roles.**

Thousands of employees enrolled in programs aligned with key roles, resulting in better retention rates and stronger talent pipelines. "The long-term view ended up actually helping us in the short term in many ways," Calogne said. "We've seen our turnover plummet, our vacancy has reduced by about 45% since the heart of the pandemic."

**Allan Calogne**

Chief People Officer, Core Operations

**BON SECOURS MERCY HEALTH**

## 03. Did any of these leaders start in the front line or have interesting personal mobility stories?

Doug McMillan, President and CEO of Walmart, started his career at Walmart unloading trailers as an hourly associate. Kiera Fernandez, EVP and Chief Community Impact and Equity Officer at Target, started in frontline leadership as an executive team lead in stores. Donnie King, President & CEO of Tyson Foods, started at the company by working in a poultry plant and supply chain management.

Are there any C-level leaders at your organization that started on the frontline? It's not an uncommon story for executives to have gotten their start in the frontline workforce of the companies they now lead. **This can be a powerful hook to find an executive that will champion investments in talent mobility.**

Check LinkedIn profiles to see if anyone has a noteworthy mobility journey. Look beyond the Ivy League to consulting to MBA to leadership pipeline, and see if anyone has a more unique origin story.

"I started my career as an executive team leader in stores....So now when I sit in this particular chair and I think about mobility, it is really about ensuring that people have the opportunity and access to build and grow their skills the same way that I had, and having the systems that are in place to help them build and grow those skills."

**Kiera Fernandez**

EVP and Chief Community Impact and Equity Officer  
Target

## Build the business case with the right approach

Once you identify the executive sponsor and committee members you want to target, there are certain numbers and statistics you're going to need on hand broadly across stakeholders. These data sets can help you quantify the problem you're looking to solve and underscore the real business impact.

Here are the data sets you'll need, and where to find them.

- **Average annual turnover rate and cost of turnover:** This metric is generally owned by Talent Acquisition.
  - **Short-term turnover rate** post-onboarding, typically ranging from 30, 60, or 90 days
- **Tuition reimbursement (TR) spend:** If your company has an existing TR program, the budget is typically owned by benefits.
  - **Mobility for TR participants**, including promotion rates or lateral movement. This metric is generally owned by Talent/HR in a human capital system.
- **Time to fill a role:** This metric is owned by the talent acquisition team, and while it varies by role, it's generally grouped in certain categories, ie. the frontline workforce.
- **NPS score**, or Glassdoor rating if NPS is unavailable.
- **Engagement score and % of disengaged employees:** This metric is owned by HR.
- **Annual # of external hires:** This metric is owned by talent acquisition.

## On a productive HR-Finance partnership...and the importance of people investments

**Making the Case For People Investments**  
Guild Opportunity Summit 2023

"We're partnering on unit cost analysis, and really trying to get more granularity in terms of how much our products and services are costing the organization. So you speak their language: how much does it cost you to perform this service, and ... after you get the cost, do you need the service. If you do — is there a more efficient way of doing it, what does that involve, and what is the impact on the organization?"

"Your most important asset are your people, and if you don't have the right people in the right roles, with the right skills, performing at the right level, then it can undermine the integrity of the brand and your ability to perform."

**Tamla Oates-Forney**  
Former CHRO  
USAA





## Cheat Sheets to Win Over Every Stakeholder

In this section, we'll dive a level deeper on what you need to know about each stakeholder role and how to make the right approach. That includes:

- An overview of responsibilities, pain points, and biggest priorities
- The metrics that define their success
- The factors that influence their decision
- Key value propositions of the investment you're championing — with proof points to make the case



# HR Leader

Title variants: CHRO, Chief People Officer, Chief Human Capital Officer, EVP / VP / SVP / Director / Head of HR

## What do they care most about?

- Ensuring business continuity with the right talent in place
- Workforce planning and closing skill gaps
- Developing people to drive workforce transformation
- Creating and maintaining a strong employer brand internally and externally to better attract talent

## What are their biggest pain points?

- Employee turnover and regrettable attrition
- Competitive talent markets
- Ineffective upskilling solutions
- Frontline workers need for more training on digital and technical skills to navigate new systems

## What are the numbers that define success?

- Talent retention: measured as turnover rate or average tenure
- Talent attraction: measured through proportion of roles open, hiring duration, etc.
- Employee engagement and productivity
- Career mobility: measured through promotions, job placement rates
- Success of DEI initiatives, measured through diversity in hiring, development, and engagement

## What factors influence their decision?

- Cost of solution (total cost, cost per employee etc.)
- Cost savings (compared to current solution) or cost efficiency
- Projected ROI of solution
- Internal demand for solution
- Need for specific skills in the organization
- Value of new solution (compared to current)
- Recommendations / references from other similar organizations



## Your business case in summary

**A strategic investment in career opportunity can tie our talent strategy together, allowing for better deployment of human capital resources.**

When we prioritize career growth for all employees, we improve every stage of the employee lifecycle. Through career opportunity enabled by strategic education benefits and career pathways, employees will be more interested in working for us because they see a path to growth. They'll be more engaged, productive, and retain longer because we're investing in them.

And they'll then grow into the careers they want and we need.

## Value propositions — and the numbers to back up your talent investment

2.3x

On average, employees participating in Guild's Learning Marketplace were 2.3x less likely to leave their employer in the last 12 months relative to non-members.<sup>1</sup>

62%

of recent or near-graduates from Guild Learning Marketplace programs say they would like to find their next career opportunity with their current employer.<sup>2</sup>

**It drives ROI.** By investing in talent pipelines today, it serves the organization for years to come.

\$3  
for \$1

Employers see an average \$3 savings for every \$1 invested in education and upskilling through Guild.<sup>4</sup>

> 65%

Between 65% and 85% of the average ROI can be attributed to employee retention. The savings from employee retention alone is consistently more than enough to cover the investment.<sup>4</sup>

It enables **internal career mobility at scale.**

2.6x

On average, Guild learners are **2.6x more likely to experience internal mobility** or change roles within their companies compared to their colleagues who do not participate in the Guild benefit.<sup>1</sup>

94%

of surveyed Guild learners **feel more confident in themselves and their skills** as a result of being enrolled in a Guild program.<sup>3</sup>

It helps us **better attract talent with a compelling benefits and total rewards package.**

1 in 4  
applicants

cited Disney Aspire as their primary reason for applying to hourly roles at the Walt Disney Company in 2022<sup>5</sup>

46%

increase in job applicants in a 2021 campaign promoting the Guild benefit<sup>6</sup>

It provides more equitable access to career growth opportunities for your diverse workforce..

51%

of completers of Learning Marketplace programs in the last 12 months identify as people of color, at or above US college degree benchmarks<sup>7</sup>





## CHRO Spotlight

“Our approach to educational assistance and career pathways gives us the ability to change people’s lives by providing access to education and upskilling, secure and future-proof careers, benefits, and the environment and support they need to unleash their full potential. **It also creates a workforce supply for us, which is the biggest challenge in the healthcare industry as of today**”

Joe Gage,  
CHRO, Bon Secours Mercy Health ([Webinar](#))

## Consider strategic priorities to further tailor your argument

To customize that sentiment for your organization, you can take it a step further. Certain pains and priorities may be more relevant to your organization, so you’ll need to think of these in the context of your organization’s biggest strategic objectives.

- **Are you opening new stores in new locations?** This solution helps build more managers to lead those stores.
- **Is your organization undergoing strategic workforce planning?** Talent mobility helps redeploy employees into hard-to-fill, strategically relevant roles.
- **Desperately in need of tech talent in a competitive market?** This platform helps build new skills and talent pipelines while attracting motivated employees.



## Head of L&D

**Title variants:** Chief Learning Officer (CLO), VP of L&D, Senior Dir. / Dir. of L&D, Head of Learning Experience, Chief Talent Development Officer, Learning Business Partner, Dir. / Senior Dir. of Talent Development

### What do they care most about?

- Understand company's current and future talent needs against the skills provided by the workforce
- Develop talent through programs that help close skills gaps
- Enhance employee skills and prepare them for future needs
- Measure and improve training effectiveness

### What are their biggest pain points?

- Measuring the impact and ROI of L&D initiatives and communicating that to other stakeholders
- Talent and skills shortage in specific areas
- Meeting evolving requirements of the organization and employees
- Keeping up with new tools, technologies and vendors
- Addressing diverse learning needs and styles

### What are the numbers that define success?

- Employee participation in and utilization of L&D programs
- Closing skills gaps and upskilling the organization
- Accessibility of L&D programs by all employees
- Employee satisfaction and engagement with L&D programs
- Improvement in employee productivity or performance
- Serving different business units and delivering the training they need to operate effectively

### What factors influence their decision?

- Cost of solution
- Ease of use of L&D solution
- Quantified projected value of the solution, both to the organization and employees
- Investment needed from employees to participate
- Long-term impact to the organization to prepare for the future
- Employee needs and demands for L&D programs
- Integration with other talent management platforms

## Your business case in summary

**This talent mobility solution can better connect upskilling efforts to careers — and open roles.**

This investment in talent development will supercharge our skilling efforts. By aligning high-quality and proven education programs with the skills and roles our organization needs, we can build more custom talent pipelines for in-demand, hard-to-fill roles at our organization.

And with funded tuition and easy administration, we can scale to make it accessible to every employee.

## Value propositions — and the numbers to back up your talent investment

- It improves our skilling efforts and readiness to close skill gaps.
- It enables internal career mobility at scale.
- It helps us prepare our organization for the future.
- It offers an agile, outcomes-driven curated marketplace of programming to address our skilling needs.
- It offers internal and external awareness-building and marketing of benefits.
- We'll have a trusted advisor to guide us in creating the right catalog and pathways for our unique talent needs.
- It improves talent retention — and is attributed to L&D and career growth opportunities.
- It offers data and analytics to track the effectiveness of L&D programs.



## Learner enrollment reflects demand

81% of employees participating in Guild Learning Marketplace learners, excluding foundational learners, are enrolled in a pathway-aligned program.<sup>8</sup>

## Next opportunity with current employer

62% of recent or near-graduates from Guild Learning Marketplace programs say they would like to find their next career opportunity with their current employer.<sup>2</sup>

## Course passage rate

88% course passage rate for Learning Marketplace courses slated for completion in the last 12 months.<sup>8</sup>

## Skills confidence

93% of surveyed Guild learners feel more confident in themselves and their skills as a result of being enrolled in a Guild program.<sup>9</sup>



## L&D Spotlight

“We’re... investing in education and skills training that eliminates barriers and helps advance career growth. This new collaboration with Guild is part of PNC’s broader effort to **attract top talent while helping employees realize their potential.**”

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Megan Schulenburg  
Sr. Director of L&D, PNC Bank ([Forbes](#))

## Consider strategic priorities to further tailor your argument.

To customize those value propositions for your organization, you can take it a step further. Certain pains and priorities may be more relevant to your organization, so you’ll need to think of these in the context of your organization’s biggest strategic objectives.

- **Are there acute skills gaps in certain parts of the organization?** This solution creates talent pipelines for roles in demand.
- **Is L&D looking to evolve their tech stack?** This is a systemic HR solution that provides access to a wide range of high-quality learning in a variety of formats — with proven outcomes.
- **Are employees unhappy or disengaged with training offerings?** This platform provides a positive employee experience with easy-to-use tools, assessments, and dedicated coaching.

## Head of Benefits

**Title variants:** VP / Sr. Dir. / Director / Head of Benefits / Employee Benefits / Corporate Benefits / Total Rewards, Benefits / Total Rewards Strategist

### What do they care most about?

- Implement benefits that meet the needs of employees within the company's budget
- Understand the different benefit options available in the market, how they're priced, and how they differ
- Ensure competitiveness of benefits program

### What are their biggest pain points?

- Rising costs of employee benefits
- Measuring and establishing the true value and impact of benefits
- Meeting employee needs and expectations
- Making benefits more attractive for new job candidates
- Maintaining compliance with regulations that govern benefits

### What are the numbers that define success?

- Talent attraction due to compelling benefits
- Employee participation and utilization
- Optimizing cost of benefits
- Employee satisfaction and engagement with benefits
- Employee knowledge and awareness of benefits
- Fairness and equitability of employee benefits
- Talent retention as a result of benefits: measured as turnover rate

### What factors influence their decision?

- Cost of benefit (total cost, cost per employee, etc.)
- Reviews / recommendations / references from other similar organizations
- Quantified projected value of benefit, both to the organization and employees
- Ease of benefit management and administration
- Ease of transition to new benefit as an admin and for employees

## Your business case in summary

**This talent investment will be critical in differentiating our organization as an employer of choice.**

With differentiated education benefits that build career pathways and fuel growth, we'll gain a competitive advantage through our ability to meet employee and job seeker expectations and priorities.

This solution offers a strategic and intentional approach to skilling and education that enables all employees to pursue their personal and professional goals, and with the support and tools needed to drive outcomes.



## Value propositions — and the numbers to back up your talent investment

- These are modernized education benefits that boost talent engagement and retention — while directly driving business impact.
- It provides tracking and reporting of the impact of education benefits — not just an outcomes-driven approach but the capabilities to support.
- It helps us build an innovative and equitable benefits package to attract new talent and improve employer brand.
- We'll have services that provide end-to-end support through benefit design, program management, communications, and reporting and insights.
- It provides tracking and reporting of the impact of education benefits — not just an outcomes-driven approach but the capabilities to support.

### Employee engagement:

An average 1 out of 4 of eligible employees become Guild members within the first year of program launch.<sup>10</sup>

### Retention:

On average, employees participating in Guild's Learning Marketplace were 2.3x less likely to leave their employer in the last 12 months relative to non-members.

Members, or employees who simply created an account with Guild, were 1.8x less likely to leave their employer in the last 12 months relative to non-members, at no cost to the employer.<sup>1</sup>

### TA over TR:

3 out of 4 employees who do not hold an undergraduate degree select tuition assistance over tuition reimbursement programs when their employers offer both funding options, increasing to 9 out of 10 for employees with no college experience.<sup>8</sup>

### Coaching value:

2X higher academic advancement rate from a Guild foundational program (High School, College Prep) for coached graduates vs self-serve graduates.<sup>11</sup>



### Benefits Spotlight

"We are constantly evolving our benefits so that we can improve the long-term success of our associates and our customers. This new benefit will create growth opportunities for our associates and increase accessibility to higher education, something we've been focused on for years through our student-debt relief benefit."

Megan Bourque  
Head of Benefits, Fidelity ([Yahoo! Finance](#))

## Consider strategic priorities to further tailor your argument

To customize that sentiment for your organization, you can take it a step further. Certain pains and priorities may be more relevant to your organization, so you'll need to think of these in the context of your organization's biggest strategic objectives.

- **Have other major employers in your market launched new programs or benefits around education and skilling?** You don't just need to keep up — you can get ahead with a more robust or strategic program.
- **Is your organization undergoing a cultural transformation or actively focusing on employee experience?** This investment can be a great tool to support those goals.
- **Is retention an acute pain point?** This solution improves retention — and the cost savings from retention alone can pay for the investment.

## Finance Leader

**Title variants:** CFO, VP / SVP / EVP of Finance, Controller, Chief Financial Planning and Analysis (CFP&A Officer), Dir. / Senior Dir. of Finance

### What do they care most about?

- Ensure the financial health and stability of the company
- Allocate budget and resources effectively to meet company goals
- Optimize cash flow
- Minimize expenses
- Maximize profitability and longer term business continuity
- Increase shareholder value and deliver solid quarterly performance

### What are their biggest pain points?

- Economic uncertainty and market volatility
- Rapid technological advancements and complexity of financial data
- Compliance with accounting standards, tax laws, and financial reporting

### What are the numbers that define success?

- Improve overall financial performance and return on invested capital
- Lowering operating costs
- Meeting revenue goals
- Increase business partner satisfaction with finance decision support
- Enhance the speed, accuracy, and value of financial reporting and analysis
- Ensure new market and geographic expansion
- Transform the technology and processes of the function

### What factors influence their decision?

- Cost of solution
- Cost effectiveness and scalability
- Projected ROI of solution
- Risk involved
- Alignment with strategic goals of the organization
- Data analytics and reporting available



## Your business case in summary

**This talent investment more than pays for itself through retention savings alone.**

Sometimes for your CFO, this is all you need.



## Value propositions — and the numbers to back up your talent investment

- ROI: Investing in talent pipelines today will serve the organization for years to come
- Enhanced employee attraction, retention, and engagement will save costs
- Internal career mobility at scale saves recruiting costs
- Cost savings from less reliance on contract labor, reduced turnover, and other people related costs
- Avoiding lost or unrealized revenue from talent gaps and difficulty in hiring
- Ability to track and monitor progress and outcomes

### \$3 savings for every \$1 invested

Employers see an average \$3 savings for every \$1 invested in education and upskilling through Guild.<sup>4</sup>

### 65% and 85%

Between 65% and 85% of the average ROI can be attributed to employee retention. The savings from employee retention alone is consistently more than enough to cover the investment.<sup>4</sup>

### 3 percentage point reduction

The estimated average impact of offering the Guild benefit is a 3 percentage point reduction in annual turnover at the company level.<sup>12</sup>



### CFO Spotlight

“When folks take advantage of these [tuition-free] programs they’re ... 3.5 times more likely to stay with us and they’re ...7 times more likely to move into management rank so we see this as an investment in our people, and if they want to put the time and energy into learning we want to put our investment dollars behind that learning.”

Jack Hartung  
Chief Financial Officer, Chipotle ([CNBC](#))

## Consider strategic priorities to further tailor your argument

To customize that sentiment for your organization, you can take it a step further. Certain pains and priorities may be more relevant to your organization, so you’ll need to think of these in the context of your organization’s biggest strategic objectives.

- **What investments and initiatives are getting funded?** Can you tie this investment to support of those?
- **Is retention a particularly big pain point?** Investing in mobility for your people improves retention before the organization even spends a dime — and increases from there.
- **Is the organization in cost-cutting mode at large?** Considering a RIF? This investment can help redeploy existing resources in the long-term, mitigating brand impact.



# Operations Leader

**Title variants:** COO, VP / EVP / SVP of Ops, Dir. / Supervisor of Ops, GM

## What do they care most about?

- Achieve performance and business targets for the business unit
- Maintain or improve customer satisfaction
- Improve workforce productivity
- Provide the service necessary to meet operational standards

## What are their biggest pain points?

- Employee turnover impacting business unit performance
- Hard to attract talent to their business unit in a competitive environment
- Not having the talent and operational excellence to best serve customers and deliver of business priorities
- Difficulty improving performance of their unit and meeting targets

## What are the numbers that define success?

- Business unit performance improvement
- Skill transferability to other areas of the business unit
- Employee engagement, motivation and satisfaction
- Operational efficiency / maintaining smooth operations of business unit
- Maintenance of service level or standards to customers
- Improvement in customer satisfaction

## What factors influence their decision?

- Alignment with skills needed in the business unit
- Impact of solution on staff skills
- Accessibility and ease of use of solution by frontline employees / ability to meet them where they are
- Effectiveness of solution (including program completion rates)
- Cost of solution and who pays for it (centrally owned and purchased, or decentralized purchasing i.e. the business unit foots the expense)

# Your business case in summary

## Here's your new talent supply strategy.

This investment in career growth supplies talent on multiple fronts: it attracts motivated employees, retains and engages existing workers, and helps develop talent into new roles. This in turn can slow churn rates, reduce absenteeism, increase capacity, and improve stability and service.

## Value propositions — and the numbers to back up your talent investment

- Providing an outcome-driven skilling and readiness solution for skill gaps in your business unit
- Custom pathways and skilling tailored to the needs of the business unit
- Ability to reach the frontline workforce where they are
- Enhanced talent attraction to operate business unit and meet sales / revenue targets
- Talent retention leads to improved operations and ability to service customers
- Future proofing the organization and boosting operational agility

## Employee sentiment

43% of surveyed employees who have created Guild accounts are more likely to refer others to their employer due to access to education.<sup>16</sup>

## Skills confidence

94% of surveyed Guild learners feel more confident in themselves and their skills as a result of being enrolled in a Guild program.<sup>3</sup>

## Reduced new hire attrition for learners

On average, new hires were 2.6x less likely to leave in their first 12 months if they became a Guild learner.<sup>1</sup>

## Enrollment in priority areas

More than 5,000 healthcare employees have enrolled into a nursing program through Guild's Learning Marketplace.<sup>1</sup>



### Operations Spotlight

“By partnering with Guild, we’re providing opportunities for our staff to further their education and career opportunities within our organization.”

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Kathy Howell  
Chief Nursing Officer, UCHealth ([Article](#))



## Sources

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10. Guild's cumulative internal data as of 01/01/2024
11. Guild internal coaching data as of June 2022
12. Estimated from member vs. non-member annual separation rates as of 01/01/2024
13. Guild Membership Research Survey, September 2019



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# Guild