

Summary

Michael Molinaro is an accomplished executive and consultant with more than 30 years of experience in assisting the world's largest companies. With a specialization in large-scale, global digital transformations, process harmonization, and centralized operating models, Michael is a trusted expert in leveraging technology to drive deep organizational change. He brings a wealth of knowledge and skills in ground-up shared or global business services and enabling technologies, offering a steady, experienced hand to the most complex business issues. Michael's vast experience spans across various industries, including telecommunications, entertainment, aerospace, defense, manufacturing, high tech, financial services, and healthcare. He holds a B.S. in business administration, with minors in accounting and economics, from Brigham Young University, as well as a J.D. from the University of Santa Clara. He also holds certificates in strategic human resources planning from Wharton and advanced labor relations from Cornell, further demonstrating his expertise and commitment to professional development.

Areas of Specialization

- Global business services
- HR strategy and transformation
- Program design/implementation
- Organizational design and staffing
- Change management
- Shared services
- Operational excellence/best practice

Recent Articles and Speeches

- "Workforce Analytics, the True ROI of Transformation." Keynote at Mastering HR and Payroll Conference. Johannesburg, South Africa
- "20 Things to Do in Preparation for HR Transformation." Keynote at HR Technology and Innovation Conference. Sydney, Australia
- "Managing a Multi-Generational Workforce." Roundtable at HR Today. Amsterdam, Netherlands
- "HR Transformation." HR Tech. Chicago, Illinois

Recent Assignments

- Spearheaded the global HR transformation initiative for a prominent financial institution, overseeing organizational design, shared services model, and technology upgrades
- Devised and executed the implementation of global shared services for a leading entertainment company, establishing a hub and spoke model for EMEA, LATAM, and APAC regions. Developed job descriptions and hiring profiles for staffing needs in the new model
- Conducted an in-depth evaluation of the HR structure and efficacy for a major U.S. healthcare network, engaging with key stakeholders and providing recommendations and actionable steps for improvement
- Led the HR transformation effort for a Fortune 50 company, integrating HR technology, establishing a shared services center (including telephony), developing service level agreements, knowledgebase, and metrics dashboard
- Created and implemented digital performance management and comprehensive compensation management for a major international hospitality company with more than 350,000 employees. Enabled cloud-based self-service capabilities for both managers and employees. Delivered project on time and 20% under budget
- Assessed the go-to-market offering for a division of a leading international software company
- Revamped the global shared services offering for an international financial services company, combining four independent contact centers into a single virtual center, resulting in a 30% increase in employee satisfaction scores. Upgraded digital telephony system
- Provided direction for the complete digital transformation of the human capital function for a multibrand international airline company, leveraging common technology while maintaining brand independence
- Directed the full digital transformation of the global HR function for an advanced engineering company, including process redesign, payroll consolidation, benefits offering redesign, and integrated cloud-based technology implementation. Reworked global compensation strategy and reorganized jobs catalog, reducing unique jobs from 15,000 to 1,200, and leveraging job data to automate functions