

Culture as Change Engine:

Human Capital Transformation at LPL Financial

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Culture is a force to drive business success

A positive culture

- Attract and retain employees
- Empower employees to do their best
- Help employees build stronger customer relationships
- Draw and keep customers
- Advance your business strategies

What is culture?

Case study: LPL

Practical tips to
shape culture

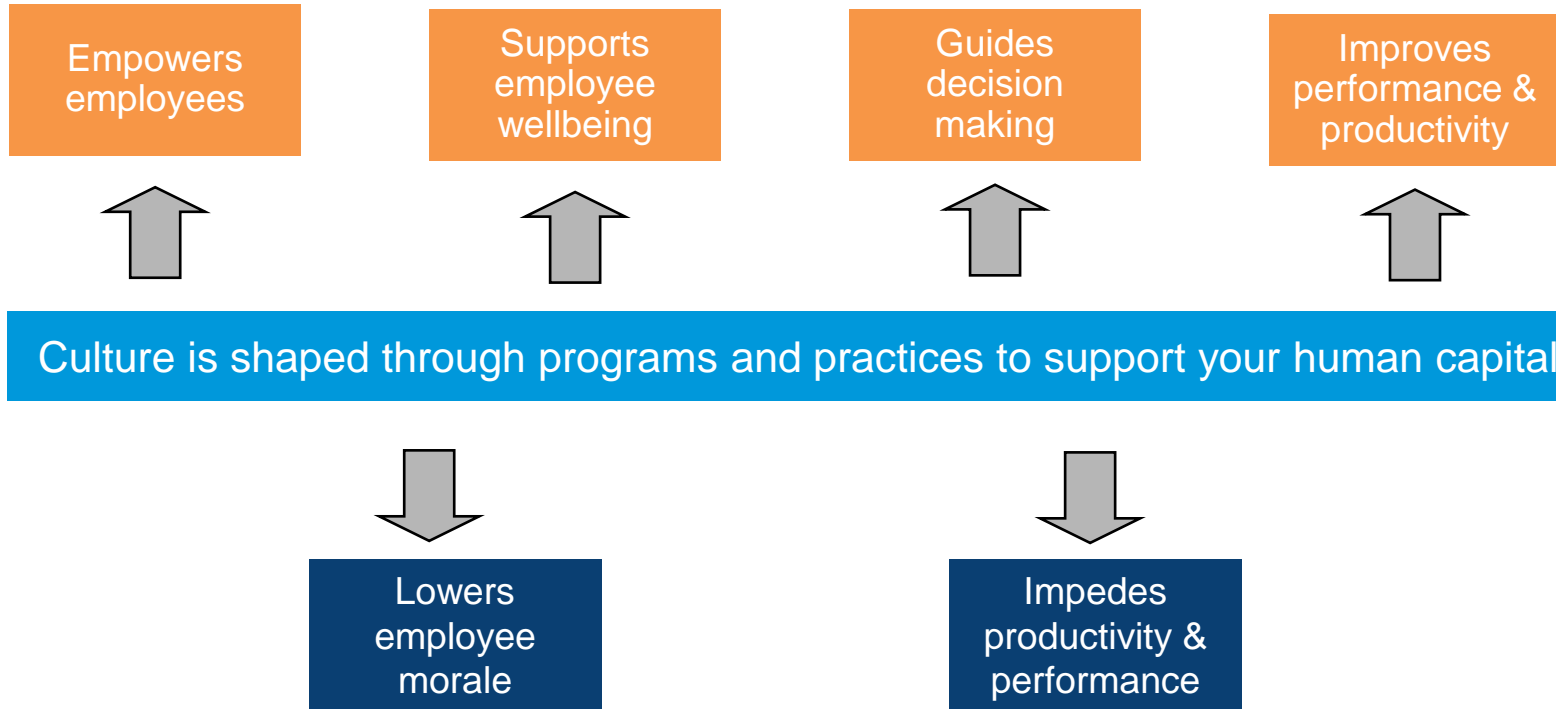
Every organization has a culture, intended or not

Culture is the sum
of the employee
experience

Shaped with
intention

Creates value

Sustainable cultures are built thoughtfully



“Culture eats strategy for breakfast” – Peter Drucker



Rapid growth created the need for an HR transformation



Human Resources became a strategic partner to the business



Human Resources programs laid the foundation to influence the culture

Attract, develop and retain talent

- Mission and values
- Standardized competencies
- Employee appreciation
- Compensation
- Corporate Social Responsibility

Accelerate the leadership agenda

- Right people in right positions
- Learning and development
- CEO communications
- People managers

Enhance the performance culture

- Engagement survey
- Onboarding
- HR operations redesign

HR brand standards guided our interactions with the business

Act like a partner

Provide expert
advice on
organizational
matters

Improve the
effectiveness of HR
processes

A shift from programs to purpose shaped a culture that is meaningful, collaborative and fun

1: Meaningful Work

- Purpose aligned to serve customer (investors)
- Client-centered
- Right person, right role, right time
- Mastery and individual autonomy
- Empowered teams

2: Positive Work Environment

- Mindful, flexible work arrangements
- Appreciative feedback
- Inclusive practices
- Workspaces and programs designed for well-being

3: Great Managers

- Clear, transparent goals
- Strong coaches
- Continuous investment in people
- Modern performance management, rewards and recognition

4: Growth Opportunity

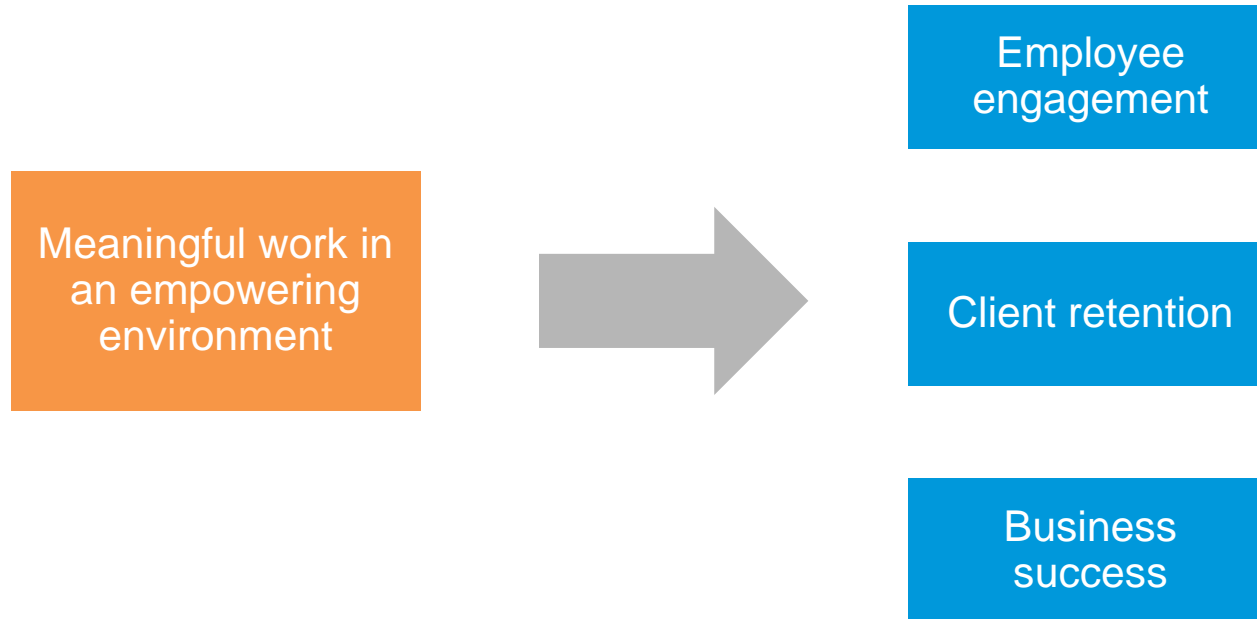
- Training and support on the job
- Facilitated talent mobility
- Self-directed dynamic learning
- High-impact learning culture

5: Trust

- Mission and vision
- Transparency, honest communications
- Inspiration
- Pride in reputation
- Challenge the status quo

Outcome: Culture that is good for those doing the work and for those for whom work is done

The impact of a positive culture is measurable



Shaping a culture with intent creates value

Empower employees

- Access to learning/development opportunities, tools and resources
- Compensation, rewards

Focus on people managers

- Tools and resources for managers
- Hold them accountable

Create enabling workspaces


- Comfortable, convenient environment facilitates collaboration, efficiency and productivity

Communicate openly

- Accessibility and transparency create an environment of trust

Lead by example

- Behaviors should start at the top and have commitment



Never underestimate the power of culture – and your role as a leader in shaping it.
