

## **Winter 1998: Peopleware: The Recruitment and Retention of IS Personnel**

**Linda Pittenger's** presentation will focus on the human resource challenges currently facing the IT industry including:

- Emerging Roles and Skills
- Recruitment
- Retention
- Development
- Compensation, Reward & Recognition

The presentation will be based on current IT industry data and best practices gleaned from leading edge IT organizations.

### **Linda M. Pittenger**

Linda Pittenger is CEO & President of people3, Inc., a start-up venture funded by and partnered with GartnerGroup. people3, Inc. is a human resources consulting and services firm focused on the unique people and organizational issues of Information Technology. The mission of people3, Inc. is to accelerate the achievement of our client's goals by providing solutions that maximize the effectiveness of their human capital. The vision of people3, Inc. is to be recognized as the premier consulting firm and leading expert on the effectiveness of human capital. Clients of people3, Inc. include Allied Signal, AT&T, Discovery Channel, Aetna, Prudential, Excel Communications, Federal Express, Deutsche Bank, and American Century Investments, to name some.

Linda is an industry thought leader on human capital. She is a frequent speaker sharing leading trends and best practices in the areas of recruitment and retention of IT professionals, cultural issues, compensation, and sourcing. Linda has presented at Comdex, American Management Association, The Research Board, LOMA, ACI, GartnerGroup Symposium, and several universities. She has been featured and quoted in the following trade press; CIO, Computerworld, PC Week, Information Week, DataMation, Wall Street Journal, San Francisco Chronicle, Interactive Week, Workforce Strategies, Bureau of National Affairs, Conference Executive Board, and NPR Radio.

### Previous Experience

Previously, Linda was Vice President and Managing Director of Hay Group's Information Technology Practice. As founder, Linda conceptualized and built this North American Practice. As a Senior Executive, Linda participated in all decisions regarding strategic direction and business development for Hay North America. As practice

Leader, Linda led the development of this consulting business with clients such as; Citibank, IBM, MIT, Bell Atlantic, DuPont, Goldman Sachs, First Union and Occidental Chemical.

Linda joined Hay from AT&T, where she held several key assignments. As CIO, Sales and Marketing Technology Solutions, Linda was responsible for ensuring technological superiority of AT&T's sales and marketing organizations. Linda directed the transformation and migration of legacy systems to a new technology platform. She delivered industry leading sales, marketing, and executive information systems for over 8,000 sales and 14,300 marketing personnel, supporting over \$35B in revenue. Linda led over 900 people (300 members of Bell laboratories), and managed an expense and capital budget of over \$400M.

Linda also was Director, Human Resources for AT&T's Network Group. She managed human resources strategic planning, labor relations, cultural transformation, and technical training for over 17,000 employees. She was the recipient of the AT&T HR Leader of the Year Award. Linda implemented several programs that exceeded benchmark standards and directly impacted AT&T winning the Malcolm Baldrige Award.

As Director of Finance, Linda was instrumental in the financial turnaround of an AT&T inbound telemarketing business, as well as launched a new business unit that resulted in \$20M in revenues. She has also held sales and marketing positions with Xerox and the Southland Corporation.

#### Education/Professional Designation

Linda completed Wharton's Advanced Management Program and has a BS in Psychology and Sociology and an MBA from Jacksonville University. She serves as a Trustee for the Bridgewater-Raritan Education Foundation.