

CLAYTON RODGERS

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SUMMARY

Senior HR Business Partner with a decade of experience translating business strategy into people decisions that actually hold up. Known for operating without a playbook. At Dentsu, built AI-native HR systems from scratch, with no engineering support and no precedent, that changed how employees experience HR. Focused on improving decision quality at the leadership level, strengthening organizational effectiveness, and staying close enough to the business to see problems before they become crises. Brings urgency, intellectual honesty, and sound judgment to ambiguous situations where the right path is not obvious.

CORE STRENGTHS

- Organizational Design & Talent Strategy
- Change Leadership & Ambiguity Navigation
- Executive Partnership & Influence Without Authority
- AI-Enabled HR Innovation
- People Analytics & Data-Driven Decision Making

EXPERIENCE

Dentsu Global advertising holding company

San Francisco, CA

Senior Human Resources Business Partner L2

May 2026 – Present

Promoted. Expanded scope to lead HR Enablement and AI Transformation for Dentsu US.

- Designed and built a self-serve HR data tool that eliminated friction between raw Workday exports and actionable workforce reporting, reducing QBR build time from 5+ days to 3 hours.
- Created and ran an HR buildathon that increased AI utilization across the HR function by 60% and produced an AI Coaching Agent giving managers a space to practice and sharpen coaching skills.
- Advised executives and senior leaders through consequential restructuring decisions, coaching through the human complexity of headcount reductions while keeping decisions grounded in business sustainability and workforce health. Navigated both sides of those conversations with discretion and care.

Senior Human Resources Business Partner L1

Feb 2025 – April 2026

- Participated in monthly headcount planning and workforce restructure forums as the strategic people voice across multiple business units, advising executive leadership on organizational risk, internal mobility, and succession plans that reduced leadership vacancy risk and accelerated internal promotion rates.
- Maintained a standing cadence with the CFO and Head of Resourcing to stay ahead of financial pressures, translating business performance data into early people recommendations before headcount decisions became reactive. Served as an advocate for both business sustainability and workforce wellbeing in those conversations.
- Designed and deployed a conversational AI talent assessment agent to 250+ managers without engineering support, automating future-ready capability evaluations for 9-box placement.
- Diagnosed a cultural drift across Dentsu Creative, where the absence of clear AI direction was creating anxiety and inconsistency across teams. Translated that diagnosis into an AI Talent Strategy redefining role expectations across 20+ job families, the first framework of its kind in the organization.
- Built two original HR frameworks, an HRBP Career Progression model and a 6-level HR Impact Scale, adopted across the Business-Facing HR function to standardize performance expectations and career pathing.
- Coached people leaders through high-stakes feedback conversations, helping leaders reframe difficult dialogue as a trust-building tool rather than a relationship risk, resulting in stronger team performance and more confident leadership.

Human Resources Business Partner

Feb 2022 – Feb 2025

- Designed a performance review cycle tool giving leaders real-time KPI visibility and keeping salary reviews aligned to budget, reducing overspend risk and accelerating talent decisions.
- Advised C-Suite and senior directors on succession planning, total rewards, and performance strategy. Partnered across COEs to strengthen leadership pipeline visibility and inform executive hiring decisions for 1,200+ employees.

- Developed PowerBI-driven workforce analytics dashboards translating exit data, performance metrics, and engagement trends into actionable C-Suite insights on retention and organizational effectiveness.
- Partnered with leaders through workforce restructuring decisions, balancing business sustainability with workforce wellbeing.
- Supported ~600 employees directly while advising on enterprise-wide initiatives impacting 1,200+ employees.

VetnCare Veterinary startup

San Francisco, CA

People Operations Manager

Jan 2021 – Jan 2022

- Served as solo HR for a distributed, multi-site organization, owning the full people operations function during rapid expansion.
- Coached 15+ hospital managers through performance, conflict, and team health issues across distributed sites. Primary employee relations contact for all staff.
- Built a compensation and rewards strategy using market data that reduced turnover in critical roles by 10%.
- Developed a data-driven HR QBR framework that strengthened executive understanding of site-level people performance and enabled tailored people strategies.

Dentsu Global advertising holding company

San Francisco, CA

Human Resources Generalist

Jan 2019 – Jan 2021

- Partnered with leadership on workforce restructuring during COVID-19, navigating rapid change with limited precedent across a complex, matrixed organization.
- Designed a 9-box succession planning process that strengthened leadership pipeline visibility.
- Served as primary ER resource for the SF office, managing investigations, PIPs, and conflict resolution.

Houzz Home design technology startup

Palo Alto, CA

People Service Generalist

Jul 2018 – Dec 2018

- Supported HRIS transition from Namely to Workday, maintaining data integrity and seamless employee experience during migration.

Hope House, Inc. Nonprofit supporting adults with disabilities

El Monte, CA

Human Resources Director

May 2017 – Jul 2018

- Built the HR function from scratch as solo practitioner: implemented ATS, rebuilt Employee Handbook for California compliance, owned full-cycle recruiting, benefits, leave administration, and ER.
- Increased applicant volume by 200%, reduced time-to-fill by 50%, and grew diverse applicant pools by 20%.
- Built and delivered leadership development curriculum that reduced turnover by 5%.

Home Instead Senior Care Senior care services

Rancho Cucamonga, CA

Human Resources Manager

Sep 2016 – May 2017

- Managed HR operations, payroll, and employee relations for 200 staff across a geographically distributed workforce.

EDUCATION

Master of Science in Human Resources Management Claremont Graduate University, Claremont, CA

Bachelor of Science in Psychology University of the Ozarks, Clarksville, AR

LEADERSHIP & COMMUNITY

Board Member Petaluma People Services Center (PPSC) - Sonoma County nonprofit serving vulnerable community members across housing, food, and workforce programs.