

SHINE TALENT CONSULTING

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PEOPLE ARCHITECTURE FOR CREATIVE, TECH & AI-DRIVEN ORGANIZATIONS

SCALE CHANGES EVERYTHING.

The systems that built your first chapter won't sustain the next one.

Growth starts to feel heavier than it should. Decision-making stalls. Teams feel it before leaders can name it.

Structural misalignment costs time, money, and leadership energy.

This is where we step in.

WHAT EVERY SCALABLE ORGANIZATION GETS RIGHT

Clarity. Alignment. Structure.

01 ABOUT SHINE TALENT

Companies scale faster than their people systems. The cracks don't show immediately, but they compound fast.

Shine doesn't optimize. We architect.

Shine exists to architect the operating models and people systems fast-scaling companies don't have time to formalize.

We build the structures, alignment, and cultural engines that make creative, tech-forward, and AI-driven organizations high-performing and scalable.

Courtney Burns founded Shine after 15+ years leading People & Talent across global enterprises and high-growth creative organizations. Her work blends strategy, culture, creativity, operations, human behavior, and AI — designing organizations that are resilient, aligned, and built to evolve.

She has architected and scaled the teams and operating systems behind award-winning, multimillion-dollar client work for Google, Unilever, Samsung, Nespresso, REI, eBay, and Peacock; advised the State of Alaska on AI-enabled workforce transformation; and led People Architecture for 17+ Google workstreams at Huga, designing frameworks that brought clarity, cohesion, and velocity to complex environments.

**SHINE IS FOR COMPANIES
DESIGNING THEIR NEXT
CHAPTER — AND THE
PEOPLE SYSTEMS
REQUIRED TO SUSTAIN IT.**

Trusted by teams behind:



02 OUR CAPABILITIES

Where Shine Talent Delivers the Most Impact

01

PEOPLE OPERATIONS & ORGANIZATIONAL DESIGN

- Designing talent architecture across roles, levels, competencies and team structure to drive clarity and performance
- Aligning headcount planning to business priorities and growth stage
- Building operating rhythms, workflows, and decision clarity
- Enabling change through clear communication and adoption strategies
- Providing interim leadership to stabilize and guide teams through transition

02

EXECUTIVE SEARCH & LEADERSHIP TALENT

- Identifying and placing leaders aligned with business priorities and growth stage
- Assessing leadership gaps and recalibrating team composition
- Building succession pathways to reduce risk and retain top talent
- Integrating hiring with org design, not treating it as a standalone activity
- Delivering targeted hiring strategies built for high-growth, evolving environments

03

ORGANIZATIONAL EFFECTIVENESS & PERFORMANCE

- Embedding values into the systems that drive hiring, performance, and leadership
- Designing role architecture and growth paths that drive retention and clarity
- Aligning teams around accountability, ownership, and measurable outcomes
- Building performance systems that improve decision-making and velocity
- Creating structures that sustain performance, not just short-term output

What Changes When We Work Together

S.1

ARCHITECTURE

Getting the foundation right

- Org design & role clarity
- Operating model & decision rights
- Leadership alignment



S.2

ENABLEMENT

Turning strategy into action

- Hiring the right leaders
- Activating teams
- Embedding systems



S.3

IMPACT

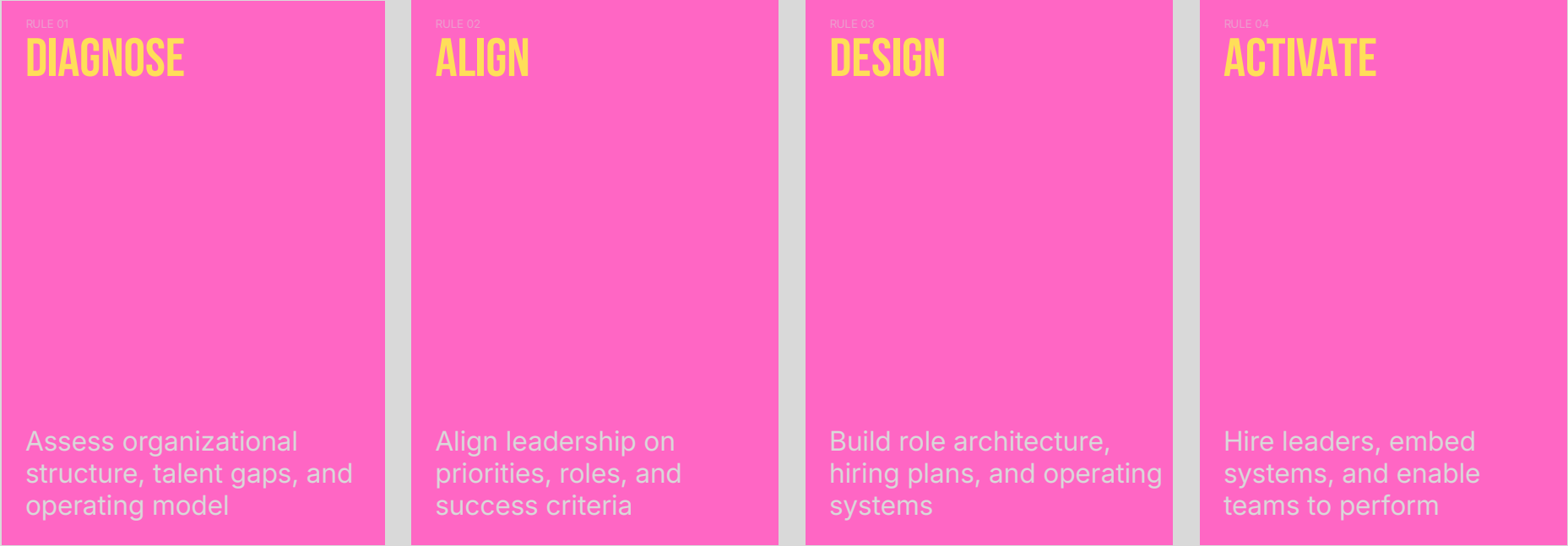
What changes inside the business

- Faster decisions
- Stronger teams
- Scalable growth
- Sustained performance over time

FROM EARLY TRACTION TO INTENTIONAL SCALE — WITHOUT LOSING MOMENTUM

03 HOW WE ENGAGE

How strategy becomes structure. How structure drives results.



CLARITY ALIGNMENT STRUCTURE PERFORMANCE

04 CASE STUDIES

Supporting OpenAI account growth

THE MOMENT

DEPT engaged Shine Talent to fill senior leadership roles supporting a rapidly scaling OpenAI partnership. While the initial request focused on executive hiring, the underlying challenge was ensuring team balance and long-term account health during accelerated growth.

THE CHALLENGE

- 01 — High-growth, high-visibility account with evolving client needs
- 02 — Leadership coverage skewed toward growth and operations, creating risk of over-hiring similar profiles rather than rounding out the leadership mix
- 03 — Pressure to move fast without creating redundancy or future friction

OUR APPROACH

Rather than filling roles in isolation, Shine Talent took a systems-level view:

- Assessed existing leadership architecture on the account
- Evaluated decision ownership, client dynamics, and growth trajectory
- Challenged the original role mix based on strategic gaps — not just headcount requests

Results & Impact

WHAT CHANGED

- Leadership structure aligned to actual client and business needs
- Clear ownership across delivery, strategy, and growth
- Reduced risk of role overlap and future re-orgs
- Stronger strategic partnership with OpenAI

THE OUTCOME

- Successfully placed:
 - VP, Client Partner
 - Executive Director, Client Partner
 - Group Director, Strategy (reframed role)
- Increased client confidence in DEPT's leadership bench
- Enabled scalable growth without overbuilding the organization

WHY IT WORKED

- Executive search paired with organizational judgment
- Hiring decisions tied to long-term performance, not short-term pressure
- Trusted partnership allowed for honest pushback and better outcomes

**SHINE TALENT DOESN'T
JUST FILL ROLES.
WE HELP LEADERS HIRE
WHAT THE BUSINESS
ACTUALLY NEEDS NEXT.**

Designing People Architecture Before Scale

THE MOMENT

With 8 full-time employees and a freelance bench of 25–30 contributors, Murder Hornet made a deliberate decision to formalize its people infrastructure before accelerating growth. Leadership believed the agency's competitive advantage would be its people, and invested early in scalable systems to protect that advantage.

THE CHALLENGE

Structural Gaps

- No competency framework by level or department
- No structured performance review cadence
- No defined bonus structure tied to measurable outcomes

Growth Risk

- Hiring decisions exposed to title inflation and compensation misalignment
- No tooling roadmap to support growth

OUR APPROACH

Shine designed the organizational foundation required to scale.

Approach & Impact

THE FOUNDATION

- Built a bespoke employee handbook aligned to company philosophy
- Designed a level-specific competency framework across all departments
- Defined transition criteria from practitioner to manager to leader

THE ACTIVATION

- Built a job description bank aligned to competencies and growth
- Designed a structured performance review cadence tied to KPIs
- Built a company-wide bonus structure with defined metrics
- Recommended tooling roadmap (ATS, time tracking, performance systems)

THE RESULTS

- Established clear career pathways ahead of planned headcount expansion
- Enabled disciplined hiring aligned to competency benchmarks
- Helped leadership avoid a mis-leveled Group Creative Director hire
- Equipped leadership to confidently hire their Executive Creative Director
- Installed infrastructure to support continued growth

SHINE DESIGNED THE ORGANIZATIONAL FOUNDATION REQUIRED TO SCALE.

Scaling Organizational Infrastructure During M&A and Government Expansion

THE MOMENT

Saige Consulting, an AI technology firm serving government and clean energy clients, had recently repurchased its business from Stagwell following the earlier acquisition of its Canadian parent, Hubbub. At the same time, the company was implementing Civic Bridge, its proprietary automation platform with the State of Alaska Department of Revenue, while preparing a proposal to build and operate an AI-enabled HR department for the State's Department of Administration. Leadership required operational, talent, and HR infrastructure to support international acquisition integration, government technology delivery, and rapid organizational scaling.

THE CHALLENGE

Organizational Transformation

- Repurchase of the company following holding-company ownership
- Acquisition and integration of a software development company in Lithuania
- Divestiture of the Canadian business entity

Government Scale Opportunity

- Implementation of Civic Bridge with the Department of Revenue
- Proposal to design and operate a modernized HR function for the Department of Administration
- Need to build scalable HR systems capable of supporting a large government workforce

OUR APPROACH

Shine provided interim HR leadership to guide Saige through M&A transition, international acquisition integration, and government-sector expansion.

Approach & Execution

THE FOUNDATION

- Led HR strategy during company repurchase and organizational restructuring
- Managed workforce planning during divestiture of the Canadian entity
- Determined talent retention and transition plans across both organizations

THE ACTIVATION

International Integration

- Integrated Lithuanian software development company into Saige operations and culture
- Implemented ADP PEO to establish benefits and HR infrastructure

Alaska Department of Revenue

- Supported implementation of Civic Bridge, Saige's automation platform
- Built hiring strategy and consultant staffing model to support delivery of the engagement

Alaska Department of Administration

- Designed organizational architecture for an AI-enabled outsourced HR department
- Built HR infrastructure, including ATS, employee records, and compliance frameworks
- Developed the full proposal strategy and organizational design for the department's transformation initiative

\$2—5M. MULTI-YEAR HR MODERNIZATION INITIATIVE OF STATE OF ALASKA DEPARTMENT OF ADMINISTRATION.

- Stabilized the company through simultaneous acquisition and divestiture
- Integrated the newly acquired international engineering team into Saige's delivery model
- Enabled rapid hiring and workforce expansion following Alaska contract wins

05 HOW WE PARTNER

Different entry points. Same rigor.

01

ORGANIZATIONAL ADVISORY

- Targeted support at key inflection points
- Focused engagements, typically 3–6 weeks
- Best starting point to assess gaps and define direction

02

FRACTIONAL TALENT ARCHITECTURE

- Ongoing strategic partnership
- Embedding structure, systems, and leadership alignment into the organization
- Typically 1–3+ months depending on scope

03

EXECUTIVE SEARCH

- Leadership hiring tied to long-term organizational structure
- Built around defined roles, not reactive headcount
- Scoped based on role and complexity

LET'S BUILD WHAT'S NEXT TOGETHER.

Sustainable growth isn't accidental.
It's designed.

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