

GRAHAM SMITH

Enterprise HR Operations & Transformation Executive

Building the infrastructure organizations
need to scale, perform and evolve.



CAREER AT A GLANCE

25+

YEARS

HR and business experience

7,000+

PROFESSIONALS

U.S. and Canada at Colliers

~\$21M

ANNUAL HR BUDGET

Responsibility at Colliers

PEOPLE STRATEGY / OPERATIONS / TRANSFORMATION

Graham Smith builds the operating infrastructure that turns business strategy into people capability and coordinated execution. His 25+ years span enterprise HR leadership, transformation and consulting, including nearly 15 years at Colliers and earlier work in Deloitte's Human Capital practice.

At Colliers, he served on the North America HR Leadership Team supporting more than 7,000 professionals across the U.S. and Canada. He established and expanded HR Strategy & Operations, led the Workday transformation, and built workforce analytics and executive reporting capabilities. His leadership connected operating models, organizational effectiveness, technology and governance with the work of functional experts across HR, Finance, Legal and Technology.

His approach reflects the realities of decentralized organizations: clarify ownership, make dependencies visible, and give leaders reliable information for decisions.

HR Strategy & Operations
Organizational Effectiveness
Operating Models & Governance

Enterprise Transformation
Workforce Analytics
HR Technology & Workday

Selected leadership impact

01 Built HR Strategy & Operations

Proposed and established Colliers' North America HR Strategy & Operations/PMO in 2015. Over eight years, expanded it to integrate transformation governance, HR operations, technology, service delivery, communications and analytics, later adding Total Rewards. Developed a successor to sustain the function.

02 Led enterprise technology transformation

Led Workday as client-side program leader from business case and vendor selection through Deloitte implementation, change management, adoption, stabilization and optimization. Connected the program with redesigned HR workflows, process automation and a supporting operating model.

03 Created workforce decision infrastructure

Consolidated regional workforce reporting into one enterprise environment. Established data standards, executive dashboards and reporting governance, with recurring leadership reviews supporting workforce planning and organizational decisions across North America.

04 Built organizational & rewards infrastructure

Led the development of Colliers North America's first enterprise-wide job architecture with KPMG, designed to strengthen compensation governance, pay equity, career architecture, workforce planning and organizational design. Led Total Rewards through functional experts alongside people analytics, executive reporting and HR financial management.

05 Connected growth priorities with execution

Directed 30+ strategic initiatives and led HR due diligence and integration across 25+ acquisitions during the function's evolution. Integrated roadmaps, planning and budgets with reporting for HR leadership and CEO/CFO/COO review, surfacing resource constraints, delivery risks and decisions across functions.

CURRENT CHAPTER

Founder, Evergreen Vantage

Through Evergreen Vantage, Graham applies the same operating philosophy to founder-led businesses, building financial and operational infrastructure through reporting systems, workflow design, automation and clearer accountability. The work extends a consistent career focus: creating the structure organizations need to operate effectively and grow with greater clarity.