

● FRACTIONAL CHIEF PEOPLE & CULTURE OFFICER

Someone has to own it *before* the hire starts.

Between the day a senior people role is posted and the day someone is in it and productive, the work does not pause. **A fractional arrangement holds that stretch,** and hands whoever arrives something already built.

● THE GAP

“We’re hiring for that.”

Every transition has two finish lines. Only one of them gets a date.

The structural half has a date, a budget and someone whose name is on it. Systems merge, the restructure takes effect, the role gets filled. One day the status turns green and everyone exhales.

The behavioral half is the day people actually work the new way when nobody is watching. It has no date, no budget and no owner. **Most of the time it never arrives at all.**

“We’ll pick it up when they start.”

Search, notice period and ramp put months between a posting and a productive hire, and the people you are trying to develop are on the floor for all of it. Fractional work is not a substitute for that hire. It keeps the behavioral half moving in the meantime, so the person who arrives inherits something built rather than a blank page.

• HOW THE WORK IS STRUCTURED

Four models, shaped around scope rather than headcount.

<i>i.</i> Fractional executive leadership A defined cadence of advisory time with ongoing access to senior leadership, helping define and protect the culture, the values that hold it up, and the people outcomes that follow from both.	<i>ii.</i> Strategic consulting engagement A defined project focused on culture, leadership effectiveness or organizational assessment.
<i>iii.</i> Executive advisory retainer Ongoing confidential counsel to senior leaders.	<i>iv.</i> Leadership development program Executive coaching, workshops and organizational development initiatives.

These are measured in years, not weeks. The signature transformation below ran five years embedded. Current engagements include a three year contract now in its second year. Fractional does not mean brief, it means a senior person carrying part of the work continuously rather than all of it temporarily.

• WHO THIS IS NOT FOR

This does not work where the executive team wants the culture fixed without changing how they themselves operate, or where the engagement is sponsored below the C-suite. It also needs a horizon measured in months, not weeks, because sustainability cannot be rushed. Where those conditions are not present, the honest move is to say so early.

• HOW IT STARTS

“Nobody has actually asked us.”
**Before anything is designed,
the organization gets *heard*.**

Every engagement opens the same way, with structured executive listening through the **Culture Inquiry™** methodology. More than a hundred of those interview engagements have been delivered to date. It is the step that separates a culture program from a culture guess.

What surfaces in that first pass decides the shape of everything after it, which is why the engagement model is chosen at the end of it rather than the beginning.

• WHAT THE CLIENT KEEPS

The engagement ends. The *capability* stays.

Sustainability is only credible if something concrete transfers. By the time the work closes, the organization holds the instrument, the people and the curriculum, not a dependency on the person who ran it.

The documented framework, tailored to the org

The Flow-State Culture Framework™ adapted to how this specific organization works, written down and owned outright, not held in a consultant's head.

Internally certified facilitators

Leaders trained and credentialed to carry the practice forward, so the work has owners inside the building after the engagement closes.

The Culture Inquiry™ baseline, and the means to re-run it

The findings from that first listening pass, plus the instrument to measure against them again, so the organization can re-check its own culture without starting over.

The branded internal curriculum

Bauer Compressors University and PBMares YOUNiversity are two leadership schools built this way, designed to run inside the organization and belong to it.

• WHAT IT PRODUCES

Culture work that *holds* after the engagement ends.

83%

culture change sustainability, against an industry average nearer 30%.

Sustainability is the whole argument. Most change work is measured on whether it launched. This is measured on whether it was still there afterwards.

25–60%

reduction in turnover within one year

10x+

minimum return on investment

30%

increase in production within six months

8–15%

increase in profit within one year

50%

increase in measured
trust within one year

85–97%

employee participation
in annual surveys

Figures reflect outcomes across Premier Rapport's client base. Results vary by engagement scope and duration.

• SIGNATURE TRANSFORMATION

A plant in cultural freefall became the best in its group.

ENGAGEMENT

Five year embedded culture transformation for a multinational manufacturing client.

STARTING POINT

An underperforming plant with high turnover, low trust and inconsistent leadership practice, inside a much larger group.

INTERVENTION

Full deployment of the Flow-State Culture Framework™, embedded on-site leadership coaching, and a redesigned onboarding and accountability structure.

OUTCOME

The number one ranked location internationally within its parent conglomerate. New hire onboarding cut from 90 days to 45–60.

Bauer Compressors University

A branded internal leadership curriculum covering EQ-i 2.0, Extreme Ownership and a Mastery Loop.

PBMares YOUiversity

A firm wide leadership school built around EQ-i and growth mindset development.

VersAbility Resources

Organization wide culture and training programming, including RISE Training Day, Stand Down Day and Performance Development.

Concurrent advisory seats

PI Certified Talent Optimizer and Senior Consultant at PI Midlantic. Social Science Officer at Mission Six Zero. Evidence that the fractional model is how this practice already operates.

• WHO DOES THE WORK

Authority earned from the inside out.



SHELLEY D. SMITH
FOUNDER & CEO

Shelley Smith learned to read an organization before she learned to advise one: at eleven, in the family auction business, watching her mother spot cash trouble in how the vendors were behaving, months before it reached the ledger. Twenty five years running hotel operations followed, fourteen with Marriott International and eleven as an EVP of Operations, which means she has sat in the seat the client is sitting in. Premier Rapport was founded in 2009 to specialize in the half of the work that has no owner. Its engagements are measured in years, several of them past fifteen.

- **70+ organizations** served, 200+ transformations, 4.6 client rating
- **Six time bestselling author**, including THIRSTY, a number one Amazon release
- 100+ executive listening and interview engagements
- Creator of the **Flow-State Culture Framework™** and **Culture Inquiry™**
- **Certified Professional Culture Curator (CPCC)**
- Named **Most Respected Culture Expert** for 2026, [The Enterprise World cover feature](#)

• STARTING A CONVERSATION

The first question is usually the same one.

Who owns this in eighteen months, when the project has closed, the budget is spent and the person who drove it has moved on? If the honest answer is that nobody does, that is the conversation worth having.

Start the conversation

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