

## **Executive Job Share Case Study: Kendrew Group**

### **The Company**

Kendrew Group is a marketing consulting and marketing services company based in Connecticut. The company was founded by Kathy McShane in 1987, who brought 25 years of marketing success in organizations like American Express and Mastercard to the organization. Current clients include HBO, Mastercard, Chase Bank, Citibank, and Advanti.

### **The Role: Senior Account Manager**

Senior Account Managers at Kendrew Group are responsible for management of the entire marketing services process for clients. From the initial consultation and planning process, through the creative brainstorm sessions, budgeting, and implementation, the Senior Account Managers are in charge. They manage the creative teams, outsourced fulfillment relationships, and of course, multiple points of contact at the client account. At Kendrew Group, all Senior Account Managers are job share roles.

### **How it started**

When Ms. McShane founded the company, she knew she needed the best possible talent to be successful in her market. Without a strong brand name or history in the industry, it could be challenging to attract great people. She also noticed a large pool of superb talent had “opted-out” of full time work to achieve more work-life balance. It occurred to her she might be able to attract some of these professionals if she could find a way to accommodate their needs. By combining people into job share teams, she found she could differentiate herself as an employer and attract exceptional talent.

### **Logistics**

When interviewing new candidates for the role, Kendrew Group screens for the right “job share” mentality. Candidates must be highly skilled, driven, and mature. They must also be able to share, to trust others to carry on their work when they are gone. People with excessive ego and the wrong motivations are rejected. It is important that partners can support work they didn’t initiate or complete themselves. Also, high amounts of communication and documentation are required of each individual to participate on a job share team.

Each employee works two and a half days per week, with hand-off meetings on Wednesdays. They share a desk, email account, and a phone. They are referred to by clients and colleagues as “Team 1, Team 2, Team 3, etc.” Each individual has an equal workload to their partner, however, people are compensated according to their background experience. Some get healthcare benefits and others don’t, depending upon their preferences. Also, bonuses are paid individually, based upon team goals as well as individual goals.

### **Benefits**

For Kendrew Group, job sharing is a competitive advantage. The depth of experience and diversity of skill set of their employees allows the company to operate more effectively than agencies twice their size.