

## Brian Johnson

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### PEOPLE STRATEGIST | ORGANIZATION CAPABILITY BUILDER | HEALTHCARE & RETAIL FIELD PARTNER

Strategic People leader with two decades in retail, operating where field execution, healthcare delivery, and workforce strategy converge. A trusted partner who translates business ambitions into scalable organizational designs that tame operational complexity, meet regulatory rigor, and anticipate workforce shifts. Proven talent architect who future-proofs growth by building resilient leadership pipelines and synchronizing people programs with aggressive expansion goals.

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#### SELECTED ACHIEVEMENTS

- **Redesigned the BU's People leadership structure** by leveraging predictive workforce analytics and scenario planning to forecast talent demand and securing approval for increased support aligned to market complexity – creating a nimble model that mitigates succession risk and equips the business for projected growth, tightening talent markets, and stricter regulation.
- **Scaled the Develop.Network.Accelerate (DNA) mentorship program** and leveraged attrition analytics to target high-risk roles, fortifying succession pipelines as provider talent pools contract and scope-of-practice widens, enabling field leaders to meet next-generation healthcare-delivery demands.
- **Co-led design and pilot of cross-functional enterprise programs** – including new scheduling system, Core Hours, and Skill Badging – translating field complexity into scalable labor models that aligned field operations with people strategy to balance operational efficiency, customer experience, and associate well-being; three programs achieved full chain-wide adoption through structured field validation.
- **Led first field implementation of store operating model pilots in 8 years**, capturing associate and front-line leader feedback to refine team structures, calibrate leadership capacity, and shape national implementation plans that minimized disruption while sustaining business performance.

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#### PROFESSIONAL EXPERIENCE

##### Walmart Inc. | Health & Wellness Business Unit People Partner (West & Southwest BUs)

*Nov 2022 – Present*

Leads people strategy and serves as strategic partner to field leadership, balancing regulatory complexity, operational scale, and evolving healthcare workforce dynamics to future-proof business capability and leadership pipelines.

- **Expanded the DNA mentorship framework** across 13 regions to build future-ready provider and field leadership pipelines. In partnership with Operations, matched 350 high-potentials annually to mentors, development seminars, and project engagement. Cut time-to-fill for Pharmacy Manager, Vision Center Manager, and Market Director roles by 38%.
- **Led predictive analytics work to remodel the BU's People alignment.** Forecasted talent demand across the BU's, secured approval for a capacity uplift, and cut the average span of support by 25%. The new alignment absorbed the creation of two new operating regions with zero service disruption and positions the business for growth.
- **Implemented Market Attractive Review**, leveraging market intelligence to reposition compensation structures for high-impact healthcare roles, mitigate talent retention risks, and ensure competitiveness in constrained healthcare labor markets.
- **Created and institutionalized the BU Operations Coordinator role** to enhance internal mobility, operational capacity and workload balance across geographically distributed field leadership teams, increasing agility in talent deployment.
- **Applied generative AI tools** to assess leadership bench strength, and inform succession planning strategies across diverse geographies, operational scales, and lines of healthcare business.
- **Standardized pharmacy technician evaluation process** to strengthen role clarity, align with compliance standards, and build transparent career development pathways that support professional growth and long-term role sustainability.

**PROFESSIONAL EXPERIENCE CONTINUED****Walmart Inc. | Regional People Partner – Health & Wellness Operations (Regions 5, 6, 13 & 44)***Jan 2022 – Nov 2022*

Regional People leader translating people strategy into field execution across four operational regions. Balanced talent acquisition, leadership readiness, regulatory complexity, and operational stability to ensure workforce systems support both current business needs and evolving healthcare dynamics.

- **Piloted DNA mentorship model** to proactively strengthen leadership pipelines, targeting known succession gaps and industry workforce constraints, while preparing field leaders to meet expanding clinical care and operational demands.
- **Launched market-specific referral initiatives** for pharmacist roles, addressing constrained supply pipelines and accelerating vacancy closures from 6+ months to less than 3 weeks in high-impact geographies.
- **Designed and delivered state-specific training** aligned to evolving hiring frameworks, reinforcing compliance rigor, minimizing legal risk exposure, and equipping leaders to make bias-resistant, policy-aligned hiring decisions.

**Walmart Inc. | Market People Leader – DFW Metro (Markets 50 & 51)***Mar 2016 – Jan 2022*

Field people operations leader driving people systems into tactical execution across high-volume markets. Aligned talent development, leadership stability, and workforce capacity-building to enable operational consistency and position markets for resiliency. As People Operations functions were formalized, expanded to balancing labor optimization, leadership development, and associate experience to stabilize workforce performance and create scalable models for adoption.

- **Led regional performance in workforce optimization KPIs** – including schedule efficiency, productivity, and engagement – aligning labor deployment with operational forecasts to drive store performance outcomes in a complex metropolitan market.
- **Provided structured field feedback to corporate partners**, informing adjustments to Career Preference pathways that improved hiring responsiveness and internal mobility across diverse labor markets.
- **Served as field deployment lead for Workday rollout**, delivering regional leadership training, stabilizing adoption curves, and troubleshooting system adoption barriers to protect business continuity.
- **Co-developed and implemented Regional Selection program for salaried field leadership**, aligning internal promotion pathways with evolving leadership capability models, while optimizing succession pipelines to meet future business scale and geographic talent needs.
- **Reduced salaried leadership turnover to lowest levels in the region** by designing targeted development pathways that stabilized leadership continuity, improved market consistency, and strengthened succession pipelines in preparation organizational changes.

**Walmart Inc. | Co-Manager – People & Store Operations, Milwaukee Metro***Aug 2012 – Mar 2016*

Store and people operations leader assigned to high-volume, new-build, and expansion locations across the Milwaukee metro, delivering scalable people and process solutions to stabilize operations and support regional growth objectives.

- **Engineered group-interview frameworks** that accelerated hiring velocity, enabling rapid workforce scaling for new-build locations and contributing to models later adopted across multiple markets.
- **Developed early-stage scheduling automation tools** that improved labor alignment to operational demands; prototypes were subsequently adopted at market and regional levels to enhance labor efficiency.

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**EDUCATION****University of Wisconsin – Whitewater**

Coursework toward Bachelor of Science in Technical and Professional Writing