

CHRO Conversation  
 American Express – Kevin Cox  
 30:30

[https://www.youtube.com/watch?time\\_continue=1636&v=aQ1c-UQno7c](https://www.youtube.com/watch?time_continue=1636&v=aQ1c-UQno7c)

Topic	Time
<p>How can HR drive organizational change and growth?</p> <ul style="list-style-type: none"> <li>● Must be an “active” form of HR               <ul style="list-style-type: none"> <li>○ It is not our job to simply administer change but to be hands on, proactive and push for change to occur</li> </ul> </li> <li>● HR holds many levers for change (i.e. compensation, performance management)</li> <li>● HR’s vantage point of an organization</li> </ul>	<a href="#">0:41</a>
<p>What can HR do to help employees get more efficient healthcare?</p> <ul style="list-style-type: none"> <li>● Healthcare is extremely personal and therefore matters greatly</li> <li>● Focus resources on prevention rather than just treatment</li> <li>● Change healthcare trends in a fundamental way</li> <li>● Employer-provided healthcare is the source of profit for healthcare companies, therefore we have responsibility and opportunity to make real change</li> </ul>	<a href="#">5:21</a>
<p>Why are there so few HR leaders on public boards?</p> <ul style="list-style-type: none"> <li>● HR leaders are not as active in business networks</li> <li>● Board members need to be broadly engaged, even outside their areas of expertise in order to make the best decisions</li> <li>● Typical board power structures were defined before the function of HR gained a stronger role in organizations</li> </ul>	<a href="#">12:11</a>
<p>What can HR professionals bring to boards that is unique?</p> <ul style="list-style-type: none"> <li>● HR should know more about talent management than any other function</li> <li>● Culture is a trending topic because of its leverage on organization success</li> <li>● HR best understands the intersection of talent, culture, and strategy</li> </ul>	<a href="#">15:33</a>
<p>Why is talent important to organization success?</p> <ul style="list-style-type: none"> <li>● Talent is a critical component of executing any winning strategy</li> <li>● An organization must have the right talent in the right places</li> <li>● The most talented professionals should be in the positions most critical to strategy success</li> </ul>	<a href="#">17:08</a>
<p>What makes a great HR professional?</p> <ul style="list-style-type: none"> <li>● Wizard of Oz analogy – intelligence, courage, heart</li> </ul>	<a href="#">18:45</a>

<ul style="list-style-type: none"> <li>● Curiosity – looking at processes and asking what could be improved</li> <li>● Courage – putting something on the line in order to achieve something you believe in <ul style="list-style-type: none"> <li>○ Start by clarifying your purpose</li> </ul> </li> </ul>	
<p>What are some lessons you have learned through CEO successions?</p> <ul style="list-style-type: none"> <li>● Get as much help as you can from people who have been through it before <ul style="list-style-type: none"> <li>○ It is a challenging situation that you need to get right</li> </ul> </li> <li>● Set clear roles and expectations between stakeholders, which is the responsibility of HR to manage</li> <li>● Timing is critical – HR must keep everyone on the same page</li> </ul>	<a href="#">23:26</a>
<p>What is the role of the CHRO during succession planning?</p> <ul style="list-style-type: none"> <li>● CHRO must be the liaison with the board</li> <li>● Preparing internal candidates through significant development and coaching</li> <li>● The CHRO should remain neutral in the situation and focus on making the best choice for the organization</li> <li>● CHROs should be aware of the extensive time consumption that occurs during this process</li> </ul>	<a href="#">26:52</a>

**Helpful Quotes:**

1. 8:55: “If we (employers) are the profit source for healthcare companies, we have the responsibility and opportunity to talk about this (healthcare) in a very different way. If we don’t drive this change as employers, it won’t happen. The market will pay attention to employers.”

**Discussion Questions:**

1. What are some experiences that might be helpful for an HR professional have prior to joining a board?
2. How can the CHRO leverage its counterparts during CEO succession?

Company	CHRO	Topics
American Express	Kevin Cox	Business Strategy, Role of HR, Talent Management, Executive Succession, Benefits, Board leadership