Leadership Conversation

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Video Length 19:38

https://www.youtube.com/watch?v=QhzIhFbYeCM&feature=emb_logo

Topic	Time
You talk a lot about the role of HR is to succeed in the marketplace – do you think that succeeding has changed over time? Or does it always mean the same thing? Or is it context dependent? • Success in the marketplace is making money, serving your customers with products and services, and providing a social citizenship stewardship • Success is not just economic	1:20
How could the business term profit, people, and purpose be rephrased to be more effective? • Profit and people or profit and purpose sound like two separate events • Prefer to use term profit through people or profit through purpose • As employee engagement goes up, customer engagement goes up, so then investor confidence goes up	2:11
How can HR rethink who their customers are? • What can we do to build the right culture against what our customers and investors expect from us • What the customer wants should be the driver of culture • Outside-in perspective is that HR needs to be thinking of the end customer, not just within the firm potential customers • Co-create success in the marketplace in a strategy discussion	3:15
Have all of the challenges in 2020 provided insight into how HR should be leading organizational success? • Financial crisis was to CFOs is what this crisis is to HR • Crisis can be a threat or an opportunity o How do we help to discover opportunity in the middle of the crises?	5:14
Is one of those opportunities about paradoxes, such as between customization and standardization? • Paradox becomes critical – we should navigate, not manage, paradox and inherent tensions o When HR and business leaders do that, they help a company be more successful	6:55
Is there anything that would suggest that HR professionals ought to do that better than other business leaders? Or be focusing on that more than others? • HR people have a stewardship to model what we hope others are doing • HR behavior should be the model that others can and should look to • Being a leadership hypocrite gets in our way of success	7:57

How does that tie into culture? • The organization has more impact than individual talent • The war for talent is won through organization, which gets into culture • When you define culture through eyes of customers, you begin to get the right culture that you can bring into company through HR practices	9:40
Does HR have a role of stewardship of that culture? • Owner of culture is the business leader • HR is the architect of culture, giving ideas and frameworks that the business leader decides • HR is also an anthropologist - sensing, feeling, observing, using intuition to understand the data that isn't in a spreadsheet o Just as important as the analytical part	10:52
Is there something that gives HR a unique opportunity to be that anthropologist? • Studying how to separate signal from noise - give people signals of things that really matter • By understanding what signals are important, HR can build systems to respond to it	12:21
How do people learn how to separate signals from noise? • Go with your instinct • Signal is recognizing that what you are doing isn't working and then you shift	13:05
Can you describe the five new principles in progress for how HR and business leaders should be thinking about issues going forward? • Personalization – emotional, personal connection with people will arise • Changing boundaries of work – you can work anywhere but we need borders • Paradox – run into paradox, don't try to hide from it or manage it • Uncertainty – harness uncertainty and ambiguity as an excuse to do new things • Provide guidance – analytics is about giving guidance to what we could be doing	14:26
Often, HR people don't think that the HR foundation leads to profitability. Is this because HR has trouble communicating this importance when talking to others? Or is it not as valuable as HR thinks it is? • HR's set of success is not necessarily a business leader's set of success • Hope that HR can connect foundational, strategic, or outside-in work to business success • HR is about how to succeed in the marketplace	16:00

Notable Quotes:

"Look through the mirror [of strategy] to the outside world – what is it our customers expect? What is it our investors expect? What is it our communities expect? And build against that, that way when we go into a strategy discussion, we're not just responding to what the strategy is. We're also helping co-create success in the marketplace."

"Culture, from the outside-in, is what we should be known for that allows us to be successful in the marketplace."

"HR is not about HR, it's about helping succeed in the marketplace, so that…people have a better experience at work and have opportunities to believe, become, and belong; to give them a place that is more powerful than they've ever seen."

Discussion Questions:

1. How does HR create value by thinking about profits through people and purpose?

2. How can HR, and organizations more broadly, be successful through creating a culture that focuses on customers and helps employees believe, become and belong?

Company	CHRO	Topics
University of Michigan The RBL Group	Dave Ulrich	Culture, Role of HR, Profitability, Strategy