

CHRO Conversation
Nuveen – Caroline Mandeville, CHRO
Video Length 11:16

<https://www.youtube.com/watch?v=OCPA3wI0WYs&index=22&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJRjLu>

Topic	Time
What are some the challenges that you face on the daily basis? <ul style="list-style-type: none"> ● Speed-of-change: Artificial Intelligence (AI), data access, systems <ul style="list-style-type: none"> ○ Change management, org structure, business design rapidly changes 	0:40
What does speed-of-change mean from an HR perspective? <ul style="list-style-type: none"> ● Setting up shop in new markets – talent availability <ul style="list-style-type: none"> ○ Cost to acquire the talent? Are financial services employees available? Employment laws? Benefit expectations? ● Data analytics – required for decision-making and story-telling 	1:42
What is unique about HR in the financial services industry? <ul style="list-style-type: none"> ● HR is focused on talent more than anything else ● Good judgment is necessary to seek the right capabilities ● Disciplined approach to talent assessments, talent reviews, succession planning and vulnerability analysis (examines likelihood of risks for each Asset Manager) ● Annual review of all employees using a 9-block for talent assessment ● Risk management strategy is in place for talent 	3:06
What are some of the keys for driving a successful culture at Nuveen? <ul style="list-style-type: none"> ● 13 different businesses or affiliates in various geographic locations ● 6 core values everyone is expected to follow ● We don't push for the same culture for every business; only the same values 	5:52
In the midst of acquisitions, how to you ensure core values are in sync across groups? <ul style="list-style-type: none"> ● Performance management process includes a values goal for every employee ● Award system with values as parameters for recognizing performance ● Annual employee survey assesses leadership performance based on values 	7:01
What are some of the ways Nuveen manages D&I? <ul style="list-style-type: none"> ● Employee resource groups, especially women's ERG group <ul style="list-style-type: none"> ○ Sponsorships, guest speakers, lunch 'n' learns ● Trainings for leadership on uncomfortable D&I topics 	7:58

“We don't push for the same culture for every business or every location; we push for the same values” (6:52)

Discussion Questions:

1. How might HR in the financial services industry differ from HR in other sectors?
2. What talent factors must HR consider before the company moves into a new market?