CHRO Conversation
ADP - Dermot O'Brien, CHRO
Video Length 13:03

https://www.youtube.com/watch?v=3bep40cw448&index=3&list=PLUElH5PMd16kn9p29AbXCJLvTiVUJRjLu

Topic	Time

How has the HR function evolved?
● Old traits: focused on the art-form of HR, little science
● New traits: rigor, discipline, analytics, technology, insights
● HR is now a "sensing organization"
  ○ Oversight & insight ability
  ○ The ability to evaluate flow of human capital
● HR threads the organization together to maximize human capital and client impact
  ○ Using behavioral economics
	0:29

Where will future talent come from?
● Sales/Marketing
  ○ Brand ambassadors & architects
● Data Scientists: math-oriented individuals
  ○ Behavioral Economists, Anthropologists
● Scientific array of skills
● Advancement of Technology
	4:12

Is HR's the driving function that creates connectivity across the organization? ● HR leads the charge ● Teamwork: must be HR "and" not "versus" X function ● "HR architected, business-led": ○ HR has expertise to architect outcomes, but business must own it	6:02
How did you change ADP to be more performance-driven? ● Sales is already performance-oriented ● CEO support was crucial ● Realigned the organization ● Employee feedback utilized ● Foster inclusivity ○ Avoid alienating the "mass middle" by focusing on the "stars"	6:51
What is HR's role in Executive Succession? ● HR should own executive succession ● The Board should own CEO succession, with guidance from HR	11:16

Helpful Quotes:

1. "Part of the role of HR is to help thread an organization together so that the maximum human value can be attributed for maximum client impact." ([3:14](#))
2. "Humans love connectivity. Technology connects people. And, so, I actually think it's this advancement in technology that will create great human connectivity...Technology will make organizations more human." ([5.42](#))

Discussion Questions:

1. How can filling HR roles with employees that have unique skill sets and specialties affect the overall organizational structure?
2. What professions/fields will help fill HR roles in the future?
3. What steps are necessary for a company to implement a performance-driven culture?