

CHRO Conversation
Hershey - Kevin Walling
Video Length 8:44

[https://www.youtube.com/watch?v=evG5elbzIFg&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJRjLu&index](https://www.youtube.com/watch?v=evG5elbzIFg&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJRjLu&index=5)

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Topic	Time
<p>How does HR help strategically guide the organization?</p> <ul style="list-style-type: none"> • HR helps drive business performance through executing a strategy where people are at the foundation • Helps the org find their vision of success 	0:15
<p>What kind of challenges can HR help solve?</p> <ul style="list-style-type: none"> • Data Analytics 	1:16
<p>What competencies must HR leaders possess to cope with these challenges? (e.g. Data Analytics)</p> <ul style="list-style-type: none"> • Consultancy mind-set, critical thinking • Data-driven approach • Traditional HR expertise: compensation, wellness, talent/succession planning, etc. • A combination of individuals with these various skill-sets in the org is most ideal • Greatest Competency: Consultancy 	1:55
<p>What is it like for HR to engage with the Board?</p> <ul style="list-style-type: none"> • Influence: HR presents to the Board often • HR is constantly evolving 	4:33
<p>What is HR's role in the CEO succession process?</p> <ul style="list-style-type: none"> • Advise and shape the agenda • Succession is discussed when a new CEO is brought on board • Ensure Board has the best talent options 	5:57
<p>Is it a challenging dynamic to work for the Board and CEO?</p> <ul style="list-style-type: none"> • Define role clarity up front • Understand shareholder objectives 	7:33

Helpful Quote:

1. [2:52](#): "The combination of the consultancy, the data driven approach, and the traditional skillset will be powerful"

Discussion Questions:

1. Based on what you heard, why do you think Kevin Walling says that Data Analytics is a new way to approach challenges in HR?
2. What are the three skillsets that Kevin Walling thinks are important for a future HR employee? How will those be useful?
3. Why is it important for HR to help advise and shape the succession planning in a company?