

CHRO Conversation
Wendy's- Scott Weisberg, Chief People Officer
Video Length- 17:49

<https://www.youtube.com/watch?v=4D-q1NBJ4HE&index=5&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJRjLu>

Topic	Time
<p>What's unique about being a CHRO compared to other functions?</p> <ul style="list-style-type: none"> ● Senior Leadership Team member: assists with enterprise-wide strategy decisions ● Function leader: helps bring business strategy to life ● HR manager ● Confidant to the CEO ● Advisor to the Board: includes CEO succession & exec pay 	0:45
<p>What are the obstacles for Quick Service Restaurant (QSR) Sector?</p> <ul style="list-style-type: none"> ● Inflated commodity (input) costs ● Accelerated Labor costs ● Margins challenged ● Image-activation (capital) investments ● Automation: Mobile/kiosk ordering investments for front and back of restaurant ● 168% industry turnover 	3:25
<p>How does HR drive change in the industry?</p> <ul style="list-style-type: none"> ● Change often driven from: 1) The need to take advantage of technology; 2) The need to drive down costs ● HR: the architect to effectively modify work systems 	7:16
<p>What does it mean to hire for Potential?</p> <ul style="list-style-type: none"> ● Philosophy: hire for capability; train for skill ● Entry-level jobs can be taught ● 4 key attributes: Smart, Mature, Motivated, Courageous 	8:37
<p>What are some unique opportunities of leading a company with a number of franchises?</p> <ul style="list-style-type: none"> ● Franchises are independent, but influenced by HR ● HR/Wendy's provides systems and tools to assist franchises ● HR/Wendy's creates a learning environment to elevate human capital capabilities & help franchises develop talent ● HR/Wendy's helps franchises facilitate ideas/solutions 	13:24

Discussion Questions:

1. What various hats do CHROs wear within an organization?
2. Should recruiters hire for potential? What effect can hiring for potential have on the workplace?