

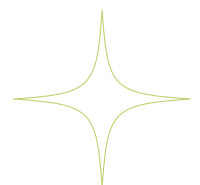
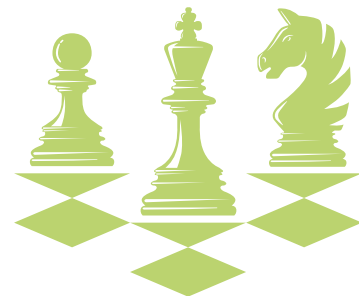
# ROUNDTABLE #1

## KEEPING CEOS FOCUSED ON HR INITIATIVES AMID OTHER BUSINESS PRIORITIES SUMMARY

### Root Cause of Challenges (Common Themes):




- ✦ **Lack of Alignment:** HR not connecting the dots to the business priorities or framing the problem to solve business challenges
- ✦ **CEO Lacks Context:** One of the most recurring themes was that CEOs often don't come from companies with strategic HR and therefore have no context as to what to expect.
- ✦ **Board Accountability:** If the board doesn't focus on HR, neither will the CEO. The board's priorities influence those of the CEO, often sidelining HR.
- ✦ **HR as a Non-Strategic Partner:** Many participants indicated that HR is not viewed as a business enabler, affecting its alignment with the overall business strategy.
- ✦ **Selling the Value:** Ineffective consultative selling skills to communicate how HR initiatives impact the business. In addition, talent management ROI can be hard to measure and therefore HR is viewed as a cost center.




# ROUNDTABLE #1

## Unique Ideas or Perspectives:

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- ◆ **People Problems are Hard:** They are more difficult to solve, and some CEOs avoid conflict - easier to focus on immediate wins
  - ◆ **More Skin in The Game:** HR doesn't have enough skin in the game. As an example, recruiting results beyond "time to fill" and looking at quality of hire and revenue goal.
  - ◆ **Mindset Shift:** Mindset change on how to present using "so that" we can impact business outcomes
  - ◆ **The Executive Burnout Factor:** CEOs can get burned out in juggling multiple priorities. Recognizing this and offering HR initiatives as a solution rather than an additional task can help keep their focus on HR.
  - ◆ **The "Ego" Equation:** Sometimes CEOs feel that focusing on HR issues is beneath them. To shift this perspective, present HR initiatives in the context of risk mitigation or as strategic levers for growth.



## Actionable Solutions:

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- ◆ **Exec Talk:** Expand business knowledge beyond the CHRO and train the team to speak "exec" language
  - ◆ **Align with Business Strategy:** HR leaders should ensure that initiatives are directly related to organizational goals, making it easier for CEOs to understand their value.
  - ◆ **Deliver Tangible Results:** HR should focus on delivering tangible outcomes to gain credibility and attract more investment from the top management.
  - ◆ **Data-Driven Approach:** Leveraging data and scorecards to demonstrate the ROI of HR initiatives was a unique solution. This quantitative approach makes it easier for CEOs to understand the impact of HR on business.
  - ◆ **Proactive and Persistent Engagement:** A suggestion was made for HR to take the initiative rather than wait for the CEO to engage. Being proactive and persistent can go a long way in building a strong relationship.
  - ◆ **C-Suite Involvement:** Obtaining buy-in from other "C" Suite members and help tout the ideas



# ROUNDTABLE #2

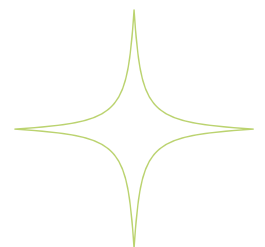
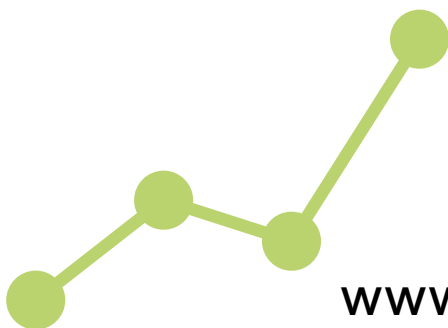


## ADDRESSING CEOS MAKING DECISIONS WITHOUT AMPLE DATA

### Root Cause of Challenges (Common Themes):



- ◆ **CEOs' Reliance on Anecdotal Experiences:** Listening to peers, being overwhelmed with too much external data or personal experiences (like their kids or a few employees).
- ◆ **Infrequent and Unfocused Data Provision:** CEOs sometimes receive data infrequently, and the data provided is not balanced or adequately focused, which impedes informed decision-making.
- ◆ **Emotions get in the way:** CEO avoids conflict or going with their "gut feel." In the past, this has served them well, but they haven't adjusted to a larger organization and the need for relying on data.
- ◆ **Biases, Action, and Short-Term Focus:** The decision-making process is often influenced by the CEO's biases and a preference for short-term solutions, neglecting long-term impacts and consequences.
- ◆ **Influence of Other Stakeholders:** Decisions are also often influenced by external stakeholders, which may not always align with the overall organizational strategies and goals.
- ◆ **Decision has been made:** Often the decision has already been made, and we need to decide what battle to fight.



# ROUNDTABLE #2



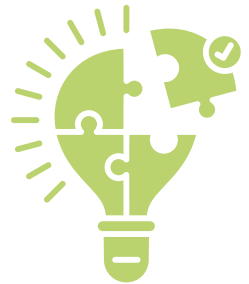
## Unique Ideas or Perspectives:

✦ **Understand the Why:** Why don't they believe the data? Make sure to ask the right follow-up questions to get to the underlying issue.

✦ **Tell the Story:** Tell the story first and then back it up with the data.

✦ **"Let's Think About This":** The let's think about this approach can give time for distractions to pass.

✦ **Data vs. Instinct:** Data is only as useful as the person interpreting it. CEOs often credit their success to their instincts, not just data. Validate their instincts but show how data can sharpen them.



## Actionable Solutions:

✦ **Culture of Data-Driven Decision-Making:** Creating a culture that prioritizes data-driven decision-making is seen as crucial. It ensures that decisions are well-informed and objective, minimizing the risks associated with intuition-based decisions.

✦ **Regular Updates on HR Data and Trends:** Providing consistent and focused data and insights can mitigate the challenge of CEOs making uninformed decisions and foster better alignment with business strategies.

✦ **Challenging Biases and Framing Initiatives:** Helping CEOs understand and challenge their own biases, and framing HR initiatives in terms of business goals can ensure alignment and long-term organizational success.

✦ **Stakeholder Buy-in:** Gaining support from various stakeholders can help align the decision-making process with the overall organizational strategy and create a balanced perspective.



# ROUNDTABLE #3

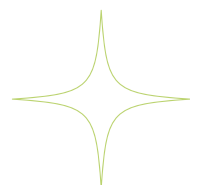
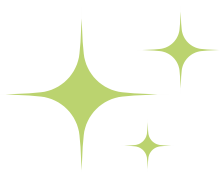


## BYPASSING FOUNDATIONAL HR WORK FOR HIGH-VALUE TALENT MANAGEMENT TASKS

### Root Cause of Challenges (Common Themes):



- ✦ **Lack of Understanding of Foundational HR Work:** Executives often underestimate the importance of foundational HR processes and how they are all linked, often perceiving them as less glamorous compared to high-impact talent management tasks. This disregard is detrimental to the organization's long-term success.
- ✦ **Pressure for Quick, Visible Results:** A prevalent theme is the pressure on executives to show quick, tangible results, leading to the prioritization of flashy initiatives at the expense of essential foundational work.
- ✦ **Resource Constraints:** Organizations often struggle with allocating sufficient resources to both foundational and high-value initiatives, forcing a choice between immediate impact and long-term stability.
- ✦ **Expectations not set:** No timelines or roadmap over a few years to set expectations. Don't assume CEOs understand what it takes to get the "plumbing in place."
- ✦ **Role of Fast-Growing Organizations:** The challenge is more pronounced in fast-growing organizations, where the temptation to implement new initiatives and the pressure to show results quickly are higher.
- ✦ **Communication and Collaboration Challenges:** Lack of collaboration between HR and other departments exacerbates the issue, emphasizing the need for HR to be seen as a strategic partner.



# ROUNDTABLE #3



## Unique Ideas or Perspectives:

- ✦ **Pivot the Distraction:** “Let’s think about that” and ask great questions to better understand the real problem we are solving or what the true objection is.
- ✦ **HR Doesn’t Look Good in Orange:** Help the C-suite understand the consequences of skipping over foundational work.
- ✦ **Foundational Work as Competitive Advantage:** Many see HR work as basic hygiene. When done exceptionally well, it can be a competitive advantage. Sell it that way.



## Actionable Solutions:



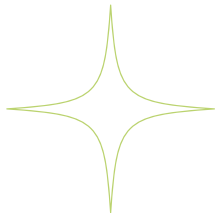
- ✦ **Executive Education on Foundational HR:** Conducting workshops and presentations to educate executives and decision-makers on the importance of foundational HR can ensure the necessary focus and resources are allocated to it.
- ✦ **Create a Roadmap:** Developing and maintaining a multi-year roadmap helps to set expectations.
- ✦ **Allocating Adequate Funding:** Making well-informed decisions on resource allocation is crucial for balancing foundational and high-value HR initiatives, ensuring the long-term well-being of the organization.
- ✦ **Building Strong HR Leadership:** Having a committed HR leader who can build relationships with executives and advocate for foundational HR is pivotal in creating an organizational culture that values all aspects of HR.
- ✦ **Strategic Partnership Across Departments:** To advocate for foundational HR work, partnering with other departments like finance and operations can help demonstrate the business value of foundational HR initiatives.

# DIDN'T GET AN INVITE TO THE BIGHR EVENT THIS YEAR?



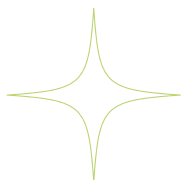
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Book your call here:  
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