

CHRO Conversation

Prudential – Lucien Alziari

Video Length: 36:30

<https://www.youtube.com/watch?v=-y4yK0sokE0&feature=youtu.be>

| Topic | Time |
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| <p>Can you say a little bit about what is different between the role of those that report to you and your role as a CHRO, given you've had experience as CHRO with many different companies?</p> <ul style="list-style-type: none">- Ensure you have a world class Executive leadership team, plays a huge factor into success within the CHRO role- Encourage the mindset amongst the team that there is collective ownership for the HR strategy- Four key differences when you become a CHRO:<ul style="list-style-type: none">o Newfound leadership of a functiono First time working exclusively with a CEOo First time working with a Boardo You are not a part of the Executive Leadership team of the Business- Important to understand the impact on the whole business, not just on your function | 1:11 |
| <p>As CHRO, how do you balance leading your own function/being the head of a team while being a member of another team?</p> <ul style="list-style-type: none">- Adopt the mindset that you are a business leader and your fundamental role is to help the business be successful – understand what makes the company as a whole win- Then determine what value HR can bring- You're making choices about where to prioritize, and you're making choices about where not to prioritize- "When your colleagues can see a line of sight between the work that HR is doing and enabling them to win in their respective businesses, you'll be credible." | 5:26 |
| <p>One of the things we hear from individuals who are not in the CHRO role is that their CHRO is not spending enough time with them within the function. Is it because of this that not all employees are seeing the business strategy the same way?</p> <ul style="list-style-type: none">- Perhaps, work to make sure you are spending enough time with HR leaders- Listening to what employees have going on and providing coaching through issues helps drive both individual success and alignment across teams- Trade up leader vs. trade down leader<ul style="list-style-type: none">o Trade up – everyone doing the first half of their bosses' jobo Trade down – everyone doing the first half of their subordinates' job | 7:07 |
| <p>Do you apply a 'trade up' way of driving leadership success throughout the whole organization or just within HR?</p> <ul style="list-style-type: none">- One of the accountabilities of being CHRO is to help the organization have a set of frameworks, a logic around recruiting, growing, and developing people to produce great performance for the company | 11:13 |

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| <ul style="list-style-type: none"> - If this 'trade up' mindset works for one function (HR) then why not apply it to all of them? - Work to create buy in from other leaders who can then apply these practices to their respective teams - A CHRO's success is the success of the team | |
| <p>Describe how you go about understanding the nature of the business when you switch industries.</p> <ul style="list-style-type: none"> - At one level you are trying to understand the industry - At another level you are trying to understand how each business compete within its own space - Should always start with understanding the strategy of the business and what is going to make this business win - Then understand how the company compares versus its competitors - Next, work to understand the capabilities – the physical things that the company needs to do to execute that strategy | 14:39 |
| <p>As CHRO, do you find yourself trying to get the rest of the executive leadership team to adopt the same framework for themselves?</p> <ul style="list-style-type: none"> - Goal is to bring a logic of how talent is managed within the organization - If it is effective, then yes senior team members should be aligned - The CHRO is accountable for the overall quality of decision making about talent in the company. In order to fulfill that accountability, the CHRO needs colleagues who are bought into the same logic and can see that it does help them succeed as business leaders | 18:14 |
| <p>Given that you agree an Executive Leadership team is truly a team as opposed to a collection of high performers, what can we as HR be doing to really develop or strengthen that team?</p> <ul style="list-style-type: none"> - People want to look at their senior leadership team and see that they enjoy working with each other and are committed to the overall strategy of the company - The team needs to spend enough time with each other to get over the formality and start understanding one another as individuals - Schedule meetings with other team leaders and with direct reports to have the opportunity to sit face to face and understand what's going on from both perspectives - Work to build trust in each other to believe that you can work together effectively | 19:57 |
| <p>CHROs are more likely to come from outside the organization than inside. Why might the function that is designed to be thinking about succession be brought in from the outside by new CEOs more often than other functions?</p> <ul style="list-style-type: none"> - HR does not always do a great job at building its own succession | 24:13 |
| <p>In the role of mentor, are there specific things you are doing that you think have really contributed to the success of your mentees?</p> <ul style="list-style-type: none"> - Mentoring only works with really good people – be selective - Create trust with people so they understand you have their best interests in mind | 26:37 |
| <p>What does 'good enough' mean to you in the context of understanding the business?</p> <ul style="list-style-type: none"> - "Average is not good enough. Good is good enough" - Habit within companies to over invest in capabilities of where good would be good enough | 28:21 |

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| <ul style="list-style-type: none"> ○ Example: two-three things where the company needs to excel then there are other areas where it needs to be done very well but it doesn't need to be the best in the world – Businesses that over invest in areas where good would be good enough are building in costs, complexity, and risk not having the resources to invest in the areas that truly need to be world-class – Good means “we do this very well” | |
| <p>How does this ‘rule of three’ apply to the team or individual levels in a company?</p> <ul style="list-style-type: none"> – People will only be remembered for three things – “If you try and do 10 things, the likelihood is you’re going to try 10 small things and you’ll get lost in trivia” – develop the ability to focus on a few things – Make big changes to big things, not small changes to small things – Identify the top three things that can make the most fundamental impact to how the company wins – In order to identify the right ‘three things’ you have to have: intellect to get to the underlying cause, enough business understanding to pinpoint how to be impactful, and the right kind of influencing and alignment capability to get these three things to be the business priorities – Spend 80% of your time on those three things | 31:09 |

Helpful Quote:

“[Executive leadership roles] are ‘stage left’ roles. If you want to be front and center, become a CEO.”

[12:36](#)

Discussion Questions:

1. Think of a time you had to balance conflicting parties or interests. Were you successful? Why or why not? How could you aim to be more successful in the future?
2. What does the phrase “good is good enough” mean to you? Do you feel this is an appropriate business model? Why or Why not?

| Company | CHRO | Topics |
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| Prudential | Lucien Alziari | Business Acumen, Teamwork, Leadership, Talent, Strategy, Prioritization |