

CHRO Conversation
Lincoln Financial Group - Lisa Buckingham
22:28

<https://www.youtube.com/watch?v=p6vzx2O7Cag&t=0m1s>

Topic	Time
EVP & Chief People, Place and Brand Officer <ul style="list-style-type: none"> ● People are our most important asset ● What can we do remotely ● Put one message out into the marketplace 	0:47
Strategic Opportunities & How HR Drives Success <ul style="list-style-type: none"> ● Digitization is the future ● Not taking the human out of human resources ● Give clients and employees options to be the most productive 	4:03
Competencies of HR Professionals <ul style="list-style-type: none"> ● Strategic communications ● Agility ● Change leadership ● Understand technology ● Working in different operating models 	5:23
HR Challenges in the Financial Industry <ul style="list-style-type: none"> ● Regulatory/compliance ● Understand how the company makes money ● Learning curve 	9:46
Workforce Analytics <ul style="list-style-type: none"> ● Ability to talk to different businesses in results-driven language ● Ethics/governance ● Availability of data allows for faster conversations <ul style="list-style-type: none"> ○ Helps fill in the blanks when building strategy ○ Reinforces importance of HR role at table 	13:07
Data vs. Employee Privacy <ul style="list-style-type: none"> ● Use data for the benefit of the organization, shareholders, policyholders and employees ● Trust & integrity 	17:03
Agility Defined <ul style="list-style-type: none"> ● Mobility rounds out skills ● Moving inside and outside of HR 	18:48

Helpful Quotes:

1. [12:02](#) “We all have to have intellectual curiosity every single day on either things at work or outside of work because it will make us better people and better at what we do.”
2. [16:38](#): “Data analytics is a huge piece of the future and I do think that each of us has to have high competence in that, and an interest in it.”
3. [18:13](#): “When I think about ‘how have I been in Human Resources for 31 years’ it’s because I am trustworthy...”

Discussion Questions:

1. How do you think the use of technology and digitization will affect the future of the HR function?
2. Lisa touches on the importance of using data “for the right reasons”. In what ways can data provide valuable solutions to complex HR problems? What are some ways a company may use data unethically?