

CHRO Conversation
Boeing- Heidi Capozzi
Video Length- 15:57, Senior VP of HR

https://www.youtube.com/watch?time_continue=1&v=Dtov7R51E4k

Topic	Time
<p>What are the strategic challenges Boeing faces?</p> <ul style="list-style-type: none"> ● Talent: skills & capabilities for the future ● Boeing 2025: Workforce of the future ● Ask the right questions to position company for future success ● Speed, agility, culture: potentially an inhibitor to success in such a process-oriented company 	0:57
<p>How does HR create a culture of agility and speed?</p> <ul style="list-style-type: none"> ● Awareness of the issues ● Personalization ● Driving the right conversations ● Organization structure/team structure ● Communication flow ● Identify capabilities to bring to teams to work differently ● Bring in new talent altogether 	2:53
<p>What are the critical capabilities you look for in HR Talent?</p> <ul style="list-style-type: none"> ● Core: Business acumen, understand the business ● Org. Effectiveness ● Change management, coaching ● People analytics ● Continuous learning, curiosity 	3:58
<p>How do you develop critical capabilities within Boeing?</p> <ul style="list-style-type: none"> ● Rotational programs ● Formal learnings: educational reimbursements, certifications ● Leadership centers ● If there's a desire, the resources are available! 	5:24

<p>What are your challenges in locating talent?</p> <ul style="list-style-type: none"> ● Brand advantage at Boeing helps ● High acceptance, low turnover ● Challenge: Finding diversity in technical skills (STEM) ● Ensure recruitment process is engaging 	<p>6:42</p>
<p>What challenges or surprises do you face in the CHRO role?</p> <ul style="list-style-type: none"> ● Governance with board is surprising ● Build relationships ● Influence the position has for public policy beyond the organization (e.g. immigration, healthcare) ● Easy things do not reach the top, very challenging 	<p>8:31</p>
<p>What is the CHROs role v Board member roles?</p> <ul style="list-style-type: none"> ● Trusted advisor & coach to CEO and leadership team ● Different capabilities and perspectives ● Ability to work together effectively in decision making ● Team-building is also important in the role of HR 	<p>10:12</p>
<p>How do you tend to company needs (e.g. shareholders, the Board, initiatives) vs. local needs (e.g. K-12 STEM education)?</p> <ul style="list-style-type: none"> ● Be conscientious about how to spend time ● Partner with gov. operations to work through immigration, healthcare and other policy issues ● Community involvement key – education, veterans, etc. ● Enable employees to invest in community 	<p>12:07</p>

Discussion Questions:

1. What are some of the questions that should be considered when thinking about the workforce of the future? How would you answer those questions?
2. How can HR drive a culture of agility and speed in a process driven company?
3. What role(s) does the CHRO play in relation to the board? Was there anything that was surprising about that role, and why?