

**CHRO Conversation: Interview with Jim Duffy
Company - The CIT Group**

19:38

<https://www.youtube.com/watch?v=G3e6ksvnPKw&feature=youtu.be>

Topic	Time
<p>What do you mean when you say HR really drives change?</p> <ul style="list-style-type: none"> • Planned change is dependent on several things HR owned such as policies platforms and compensation • HR can give notice about how the business is doing • reinforcement of communication 	<p>0:40 Link to time in video</p>
<p>What do you mean by a few of the objectives partners in the process?</p> <ul style="list-style-type: none"> • HR knows everything that is going on • Always think about what effects a decision has on the company • Focuses on the importance of HR Generalist. Trust and confidence is key. 	<p>2:06 Link to time in video</p>
<p>What you mean by talent driving business success</p> <ul style="list-style-type: none"> • Finding talent is an art not a science and look at the work culture and the environment • Looking at talent as human capital • Need to be able to develop people and keep them engaged 	<p>3:30 Link to time in video</p>
<p>Strong keys in developing talent?</p> <ul style="list-style-type: none"> • It's about having the right company fit before expertise • trust your instincts in assessing people • Behavioral interviews are very important 	<p>5:00 Link to time in video</p>
<p>You talk about "fit" being important, what does that mean to you?</p> <ul style="list-style-type: none"> • Every institution has its own personality and culture • It's finding out about what interests you and your personal values and the types of your behaviors • Having grit is crucial 	<p>6:15 Link to time in video</p>
<p>Does fit have a key part in the functioning of the executive leadership team?</p> <ul style="list-style-type: none"> • Must assess what type of culture there is • If there is an aggressive culture, then you want to tamper it down • passive aggressive culture needs more change 	<p>8:20 Link to time in video</p>
<p>Unique challenges about HR in Finance?</p> <ul style="list-style-type: none"> • Large team groups create balance up to around 20 people • Much more forgiving environment • HR is a critical source for risk management 	<p>9:41 Link to time in video</p>

Helpful Quotes:

1. [4:01](#) "If you're a baseball player and you're a 300-career hitter you'd be in the hall of fame, but if you're in HR and selecting talent and you're a 300-career hitter you'd be out of work."
2. [6:20](#): "Every institution has its own personality and its own culture, but its finding out about what interests you and your personal values it's about your behaviors your behaviors, having grit."

Discussion Questions:

1. When retaining and attracting talent to the CIT Group what are some ways that you make sure the pool of applicants is diverse?
2. What are some major changes in the company you see affecting HR within the next few years?