

CHRO Conversation  
 Milliken & Company – Craig Haydamack  
 17:42

<https://www.youtube.com/watch?v=S6s8fB3a994>

Topic	Time
Strategic imperatives at Milliken <ul style="list-style-type: none"> <li>● CEO transition</li> <li>● Location and product expansion</li> <li>● Environmental initiatives</li> </ul>	<a href="#">0:56</a>
HR's role in strategy <ul style="list-style-type: none"> <li>● Translate business plans to workforce implications</li> <li>● Mirror strategy with workforce plan</li> </ul>	<a href="#">1:57</a>
Competencies for HR professionals <ul style="list-style-type: none"> <li>● Embrace learning the business</li> <li>● Business to workforce translation</li> <li>● Project planning</li> </ul>	<a href="#">3:35</a>
Developing HR talent <ul style="list-style-type: none"> <li>● Being purposeful in acquiring business knowledge</li> <li>● Teach past lessons to improve future results</li> <li>● Basic technology knowledge</li> <li>● Project management</li> </ul>	<a href="#">6:12</a>
What to look for in HR talent <ul style="list-style-type: none"> <li>● Curiosity, resilience, and self-starter</li> <li>● "Tell me about a challenge you have faced"</li> </ul>	<a href="#">10:00</a>
Data analytics in HR <ul style="list-style-type: none"> <li>● Data communicates effectively across functions</li> <li>● Indicators of health with the workforce</li> <li>● Data strengthens relationship with leaders</li> </ul>	<a href="#">12:25</a>

**Helpful Quotes:**

1. [3:21](#): "In a perfect world we would be able to see a business plan and a mirrored talent plan side by side that is meaningful, specific, and that our business leaders could really connect with."
2. [14:47](#): "I've seen HR folks come in with conceptual things that they know it will be good and leaders will like it. So, they tell a story that intuitively makes sense, but it does not necessarily capture the intensity and commitment of a business leader who is much more data driven."

**Discussion Questions:**

1. How can HR further business strategy? What tools are at HR's disposal to further a company's strategic plan?
2. How does data analytics help HR? What areas of HR can be strengthened by data?

