

**CHRO Conversation**  
**Unisys- David Loeser, SVP & CHRO**  
**Video Length 13:53**

[https://www.youtube.com/watch?time\\_continue=1&v=kC077oxATUk](https://www.youtube.com/watch?time_continue=1&v=kC077oxATUk)

Topic	Time
<p>What are Unisys' strategic objectives and the challenges that occur in achieving them?</p> <ul style="list-style-type: none"> <li>● Objectives not much different than most companies, but tech business has massive change!</li> <li>● Challenges/Opportunities: <ul style="list-style-type: none"> <li>○ HR is now more budget centric</li> <li>○ HR is now more business savvy</li> <li>○ Managing gig and virtual workers - how to keep them engaged?</li> <li>○ 21,000 employees in Unisys workforce, over 50% work virtually</li> </ul> </li> </ul>	<a href="#">0:51</a>
<p>How does HR help overcome those challenges?</p> <ul style="list-style-type: none"> <li>● HR must be engrained in the strategy</li> <li>● Deploy, inform, and drive people in the organization</li> </ul> <p>How has HR changed over the years?</p> <ul style="list-style-type: none"> <li>● Administrative to strategy</li> <li>● Labor is not as difficult now as it was in the past</li> <li>● Functional expertise and beyond; Business savvy</li> <li>● HR needs to influence the business</li> <li>● Intangibility vs. concrete</li> </ul>	<a href="#">2:05</a>  <a href="#">2:50</a>
<p>Across industries, what are the different challenges that HR faces?</p> <ul style="list-style-type: none"> <li>● Performance</li> <li>● Competitive Environment</li> </ul>	<a href="#">5:27</a>
<p>What does it look like when HR has a seat at the table?</p> <ul style="list-style-type: none"> <li>● Ability to influence decisions</li> <li>● Education plays a role</li> </ul>	<a href="#">6:41</a>
<p>What are the differences between the CHRO role vs the CFO role?</p> <ul style="list-style-type: none"> <li>● CHRO directly interacts with the Board and CEO</li> <li>● More candor, less politics</li> <li>● Feedback is a gift</li> </ul>	<a href="#">7:56</a>
<p>How do you associate passion for making money with HR?</p> <ul style="list-style-type: none"> <li>● Some people are natural money-makers</li> <li>● Help others have a great career and make money</li> <li>● Business starts with marketing &amp; sales, helping others comes after</li> <li>● Three reasons to work at a company: Am I growing and developing? Am I appreciated? Is there good leadership/a low jerk factor?</li> </ul>	<a href="#">9:37</a>

“You’re coming out of USC’s Masters of Human Resources Program, you’re coming out prepared to have a seat at the table” (6:53)

“The quality of the students here, the internships that are provided to all of them, and the frenzy and fight for the students to come into the companies is like nothing I’ve ever seen.” 12:35

**Discussion Questions:**

1. Why do you think that it is important for HR to be a part of the overall business strategy?
2. Why do you think David Loeser said that having more candor and less politics is important?