

CHRO Conversation Interview Guide

Home Depot – Tim Hourigan

Video Length 22:49

<https://www.youtube.com/watch?v=uuP3fh2Maiw&feature=youtu.be>

Topic	Time
<p>Can you talk about the things Home Depot has done to take care of their associates throughout COVID-19?</p> <ul style="list-style-type: none"> • Provide the safest environment possible while providing essential needs for the community • Two weeks of additional PTO to use at own discretion or more PTO for at-risk individuals • Reward associates for doing extraordinary things in difficult times • What’s the right message for associates working? • What’s the right messages for associates who have other things going on? 	<p>1:04</p>
<p>How did you convince the Board and shareholders to invest that kind of money in your people?</p> <ul style="list-style-type: none"> • Guiding principle is to ensure our associates feel safe • Received 100% support from the Board • Importance of associates was seen by the Board 	<p>3:22</p>
<p>Can you talk about how your extraordinary and strong culture came about and how you sustain it?</p> <ul style="list-style-type: none"> • Culture goes back to core values which drives decision-making • Leadership drives a connection so everyone is on the same level • No one is more important than anyone else • Willing to call others out if they don’t live the culture out • True servant-leadership model 	<p>4:18</p>
<p>What happens to this amazing culture when so many associates have to work online? How do you keep the culture strong?</p> <ul style="list-style-type: none"> • One issue is how to bring people from the stores into online environment • How to see the organization of people who have experienced customer connection • How do you ensure leadership training has customer centricity • Most concerning and difficult thing is imbuing culture in people you cannot physically connect with 	<p>6:57</p>
<p>What are some of the advantages to working remotely?</p> <ul style="list-style-type: none"> • Helps associates balance work and life • Associates and leaders report equal or more productivity • Financial help for associates 	<p>8:05</p>
<p>What are some of the challenges to working remotely?</p> <ul style="list-style-type: none"> • Culture is the biggest issue • Weakness to set individual goals • Must figure out how to make productivity into tangible numbers 	<p>9:37</p>
<p>How does mentoring work in a remote environment?</p> <ul style="list-style-type: none"> • Works well when you’ve already had a relationship 	<p>10:32</p>

<ul style="list-style-type: none"> • Technology makes it more accessible • Difficult to begin a relationship <ul style="list-style-type: none"> ○ Stop to get to know the person ○ Make a more purposeful, personal connection at first ○ Make a list of questions you make sure you ask 	
<p>What should HR be doing now that the attention is really on HR and where HR really might be making a difference?</p> <ul style="list-style-type: none"> • Coach leaders to be more empathetic • How do we provide the right tools to help people become great at empathizing, listening, and asking questions • People see the value of soft skills now • Taking care of your people means a lot of different things to different people 	13:22
<p>What are some of the things Home Depot has done to create an inclusive environment?</p> <ul style="list-style-type: none"> • People feel that they have a fair chance and fair opportunity • Associates feel good about being apart of the Home Depot family • Must continue to nurture culture to ensure it flourishes • Take responsibility of culture very seriously 	16:11
<p>Due to COVID-19, many boards have been meeting remotely. You are also on a board now. What does working remotely do to the dynamics of a board? Are the meetings just as effective, and are these types of meetings here to stay?</p> <ul style="list-style-type: none"> • Effectiveness and efficiency are just as good • Connectivity is missing • Will not replace board meetings going forward • Connectivity effects board-to-board relationships and board-to-management relationships 	18:37
<p>Does having a steeped HR background bring something unique to a board?</p> <ul style="list-style-type: none"> • Have to be a business person • HR perspective on talent, connections, the importance of those two things, and driving them brings a valued, unique perspective 	21:06

Notable Quotes:

“Take care of your associates, they’ll take care of the customers, and everything else takes care of itself. We believe that.”

“As a leader, you may not have the answer. You may not be able to sympathize. But you can definitely empathize, listen, ask questions, try to learn and grow. Those are skills that don’t come naturally to a lot of leaders. And from an HR standpoint, what I’ve asked my team is and we continue to push is, ‘How do we provide the right tools to develop those skills?’”

Discussion Questions:

1. What are different ways to approach a virtual mentorship to ensure the same level of connectedness is felt that would be present in an in-person mentorship?

2. How can organizations try to embed company culture into new hires when they begin, and remain, virtual?

Company	Executive Vice President, Human Resources	Topics
Home Depot	Tim Hourigan	COVID-19, company culture, remote working, mentoring, Board of Directors