

**CHRO Conversation**  
**Daymon Worldwide - Jerrold Williams, CHRO**  
**Video Length Part 1 10:08**

<https://www.youtube.com/watch?v=xbBhvboFEGE&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJRjLu&inde>

[x=6](#)

Topic	Time
<p>How does your HR philosophy facilitate open dialogue and feedback?</p> <ul style="list-style-type: none"> <li>• Surprises are dangerous</li> <li>• Important to know where you stand</li> <li>• Invite and engage early: had his staff interview with other companies</li> <li>• Spirit of transparency; maintain a healthy dialogue about performance</li> </ul>	<a href="#">0:27</a>
<p>How do you create a culture that encourages your direct-reports to have conversations with their employees?</p> <ul style="list-style-type: none"> <li>• Teach by showing</li> <li>• CHRO role is that of a teacher: the more direct-reports see transparency, the more they emulate</li> </ul>	<a href="#">3:20</a>
<p>What competencies do you look for in employees that will help this culture permeate throughout the org?</p> <ul style="list-style-type: none"> <li>• Train people, but not raise them</li> <li>• Selfish attitudes will not be tolerated in the org</li> <li>• Kind and considerate people can be trained</li> <li>• Recruit people who have never worked in HR before; they challenge the process</li> </ul>	<a href="#">4:20</a>
<p>How do you foster courage within the organization?</p> <ul style="list-style-type: none"> <li>• Create a safe environment; “it’s okay to fail”</li> <li>• Be different; take risks</li> </ul>	<a href="#">6:15</a>
<p>Can you provide an example of your own failure or where your team took a risk that you were able to support?</p> <ul style="list-style-type: none"> <li>• Big failure vs. small failures</li> <li>• Within the confines of the HR team, small risks/failure is okay; At the org level, failure should be minimal <ul style="list-style-type: none"> <li>○ Ex. Eliminating the rating system</li> </ul> </li> </ul>	<a href="#">7:43</a>

**Discussion Questions:**

1. How do you think a company can benefit from creating a transparent culture? Are there any downsides that you can think of?

2. Do you think it is more important to have the technical skills or the correct attitude? Why? Where does Jerrold stand on this topic?
3. How does the transparent and open culture than Jerrold suggests help foster a community where an employee can learn from failure?

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**Video Length Part 2 13:50**

<https://www.youtube.com/watch?v=FkgCDBb4uqM&list=PLUEIH5PMd16kn9p29AbXCJLvTIVUJRjLu&index=7>

<b>Topic</b>	<b>Time</b>
<p>How does HR help drive the business?</p> <ul style="list-style-type: none"> <li>• Starts with the CEO</li> <li>• Impact health of company reputation/brand               <ul style="list-style-type: none"> <li>○ New metrics: How many people apply to a job posting? How quickly did they apply?</li> </ul> </li> <li>• Increase exposure: university talks, social media, etc.</li> <li>• Foundation: be a successful business</li> </ul>	<a href="#">0:10</a>
<p>What's your philosophy for communicating to the loved ones of employees?</p> <ul style="list-style-type: none"> <li>• Associates tell their families about org changes/messages</li> <li>• Organizations should stop internal stress where they can</li> <li>• Communicate transparency at all times</li> </ul>	<a href="#">3:03</a>
<p>How is HR transitioning to become more business-oriented and value driven?</p> <ul style="list-style-type: none"> <li>• Must establish a common language</li> <li>• Must educate employees on the value of HR</li> <li>• Have conversations with leaders to think about their functions relative to talent</li> <li>• Is HR bringing value vs. activities?               <ul style="list-style-type: none"> <li>○ Value always outweighs activity</li> </ul> </li> </ul>	<a href="#">6:34</a>
<p>What is HR's role in Executive Succession?</p> <ul style="list-style-type: none"> <li>• HR acts as a steward of executive succession; we don't own it               <ul style="list-style-type: none"> <li>○ HR facilitates the process, identifies the gaps</li> </ul> </li> <li>• CEO and Board own it</li> </ul>	<a href="#">9:40</a>
<p>Who does HR work for?</p> <ul style="list-style-type: none"> <li>• HR works for the CEO</li> <li>• HR advises the Board</li> </ul>	<a href="#">12:09</a>

**Discussion Questions:**

1. Why is it so important to serve not only the employee, but also the loved ones of the employees?
2. Based to what you heard, why does Jerrold say it is important to learn the language of the business, not just the language of HR.
3. In what ways does HR help facilitate executive succession planning? Are they in charge of it?