

NAHR CHRO Academy: Role of the CHRO

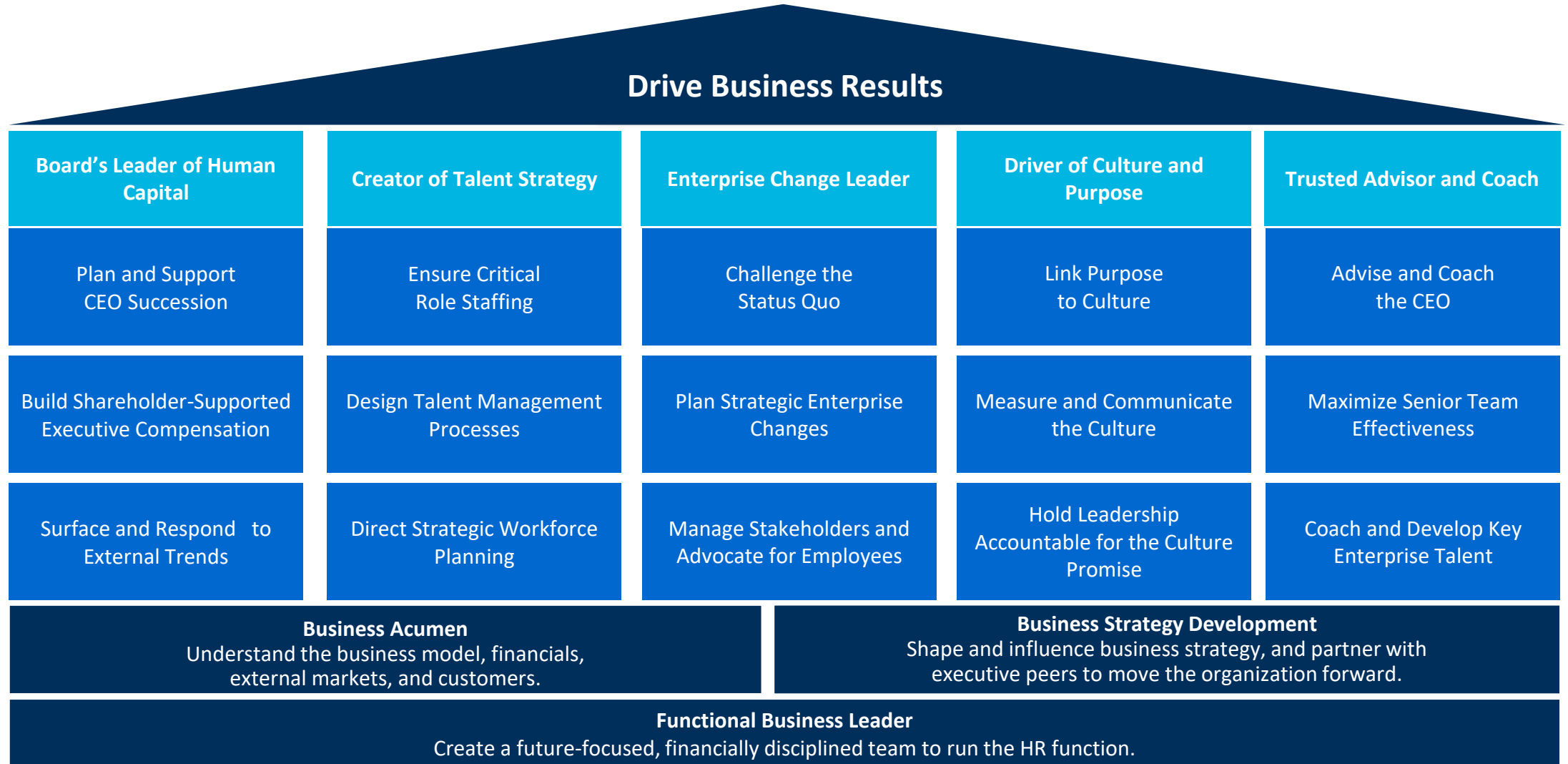
.....

Daniel Marsili | Former CHRO, Colgate-Palmolive

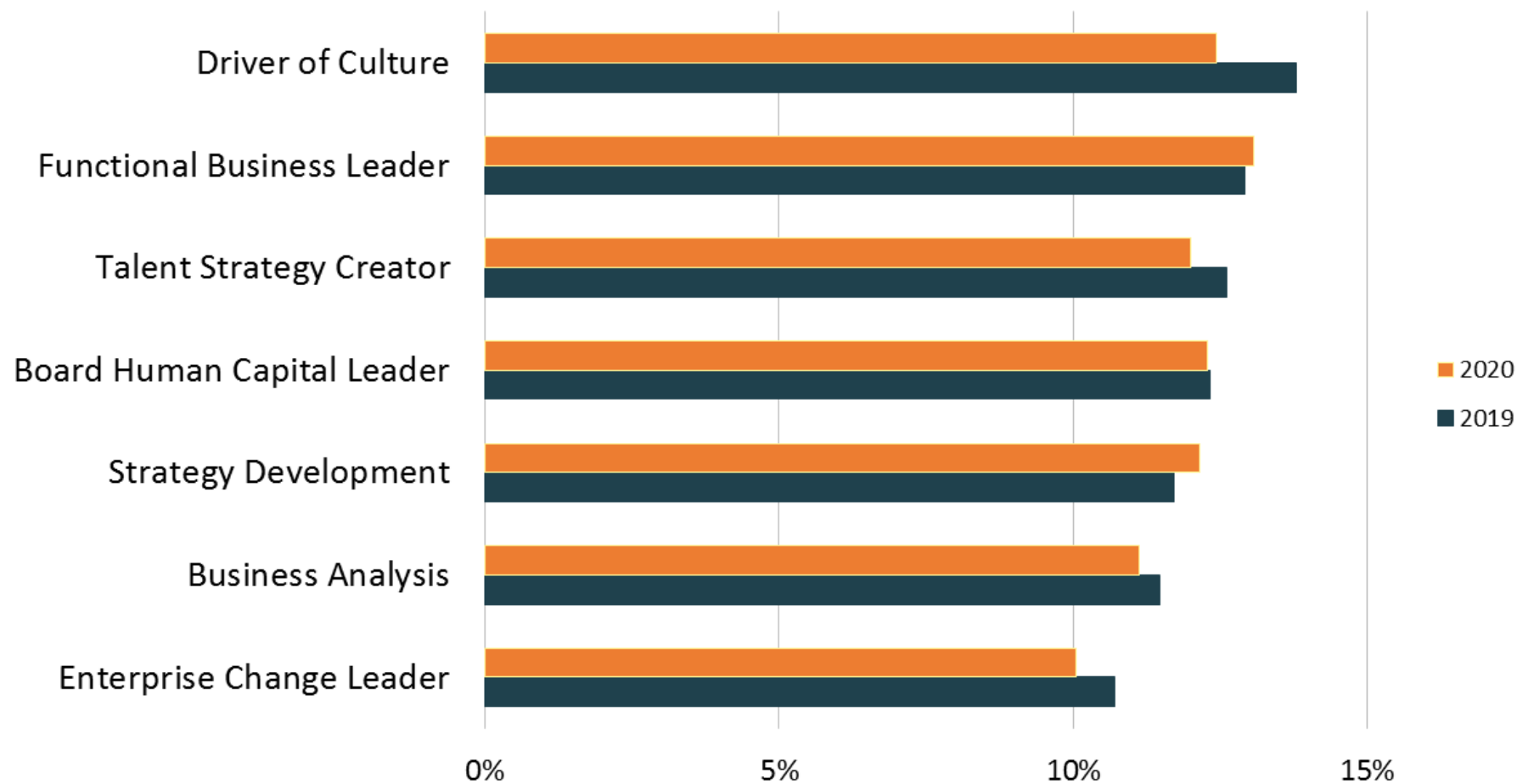
Joe Ruocco | Former CHRO, Goodyear

Patrick Wright | Professor, University of South Carolina

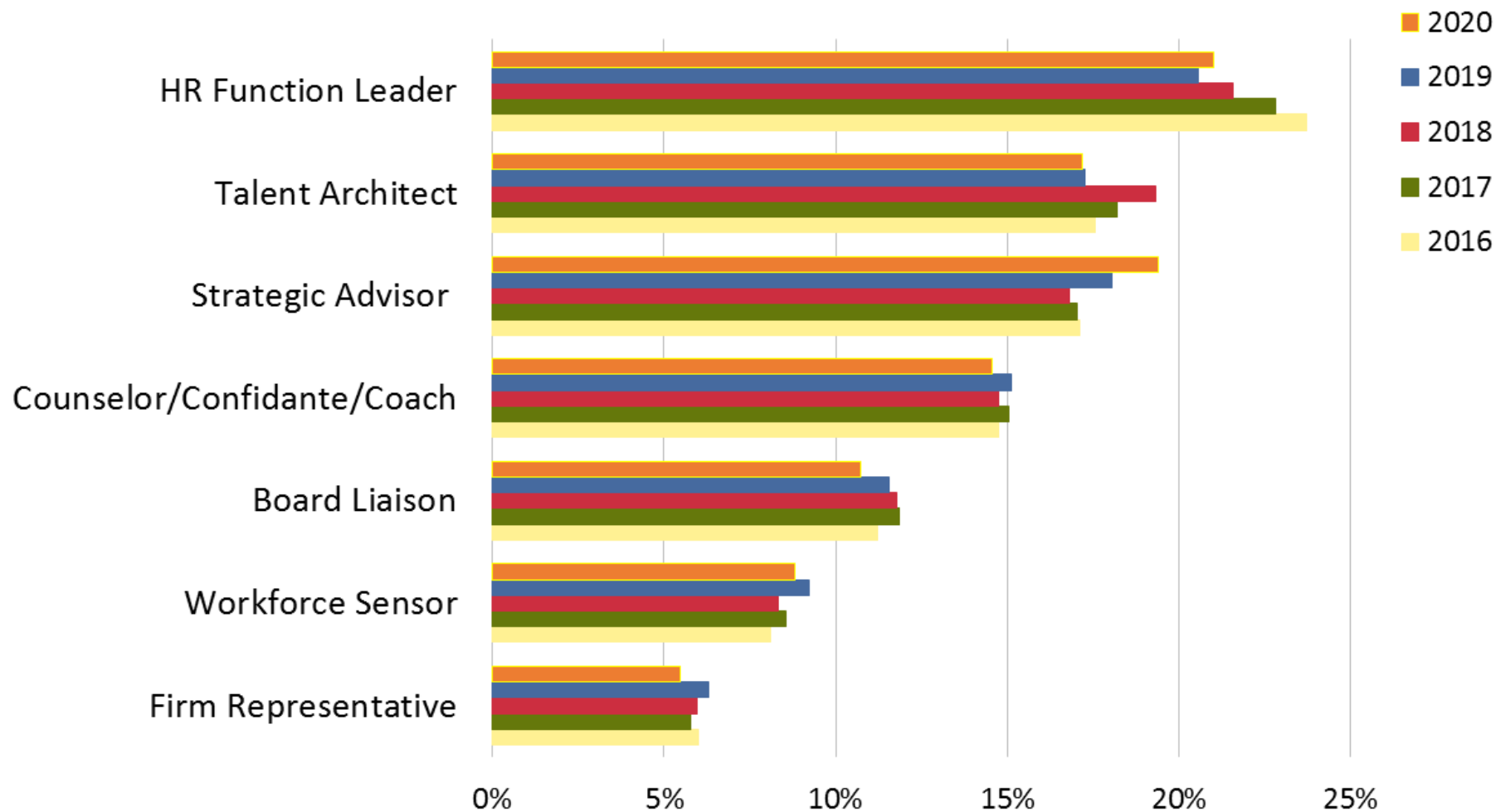
Model Of A World-Class CHRO 1.0



Time Spent in Various CHRO Roles – Gartner Model

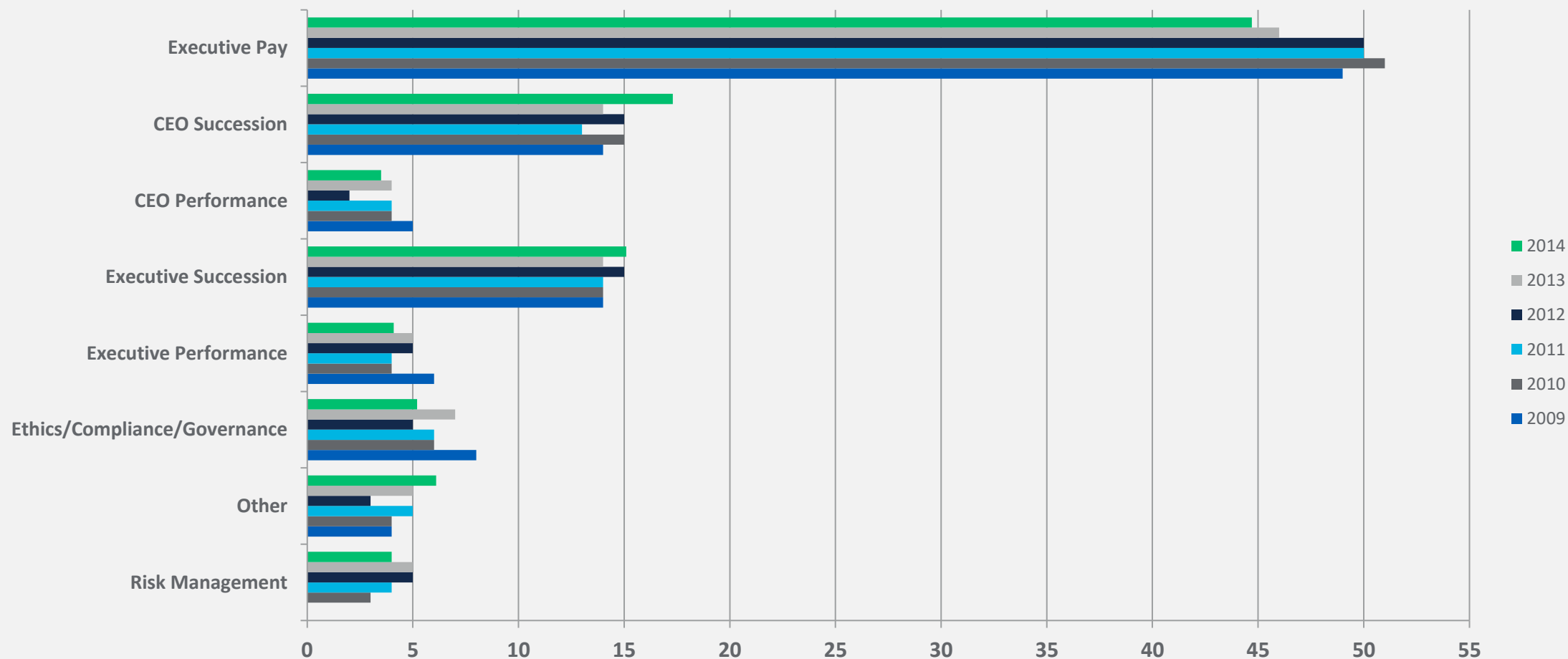


Time Spent in Various Roles – University of South Carolina Model



Time Spent by CHRO in Board Activities

Figure 7: Time spent on issues with the board



Operating as a World-Class CHRO

Discussion

Summary - Executing as a World-Class CHRO

MODEL

Understand the World Class CHRO Model

- Self-assess your development needs and focus on continuous improvement.

ACUMEN

Elevate Your Business Acumen

- Understand your income statement. Know your business inside and out. Connect HR work to the P&L and to shareholder/stakeholder value.

STRATEGY

Participate in Business Unit Strategic Plan Development

- Strategy is about making choices and modeling and remediating consequences.

PURPOSE

Become Purpose Driven

- Know your purpose in your current role. Most important phrase: “We will ...”

COURAGE

Lead with Courage

- Courage flows from your purpose, but you must believe you are fighting for something bigger than you, and not attained without substantial risk.