

### Model Of A World-Class CHRO 1.0

#### **Drive Business Results**

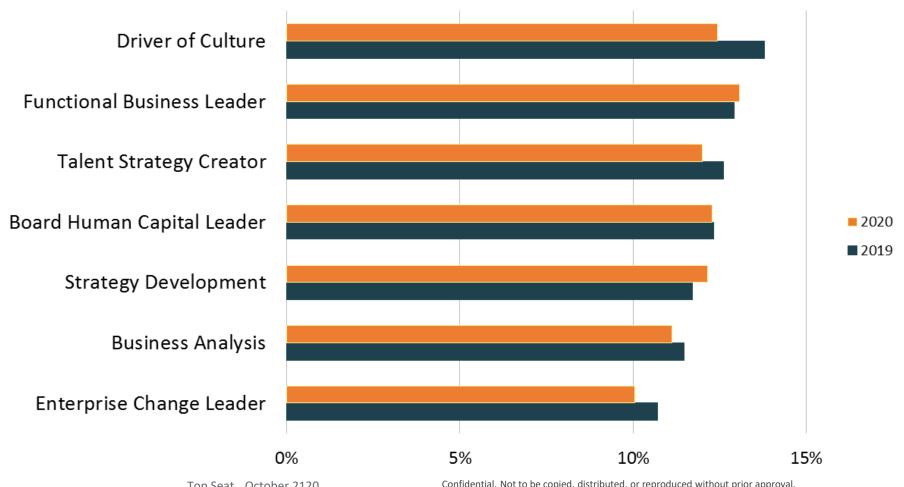
Board's Leader of Human Capital	Creator of Talent Strategy	Enterprise Change Leader		Driver of Culture and Purpose	Trusted Advisor and Coach
Plan and Support CEO Succession	Ensure Critical Role Staffing	Challenge the Status Quo		Link Purpose to Culture	Advise and Coach the CEO
Build Shareholder-Supported Executive Compensation	Design Talent Management Processes	Plan Strategic Enterprise Changes		Measure and Communicate the Culture	Maximize Senior Team Effectiveness
Surface and Respond to External Trends	Direct Strategic Workforce Planning	Manage Stakeholders and Advocate for Employees		Hold Leadership Accountable for the Culture Promise	Coach and Develop Key Enterprise Talent
Business Acumen Understand the business model, financials, external markets, and customers.			Business Strategy Development Shape and influence business strategy, and partner with executive peers to move the organization forward.		

#### Gartner

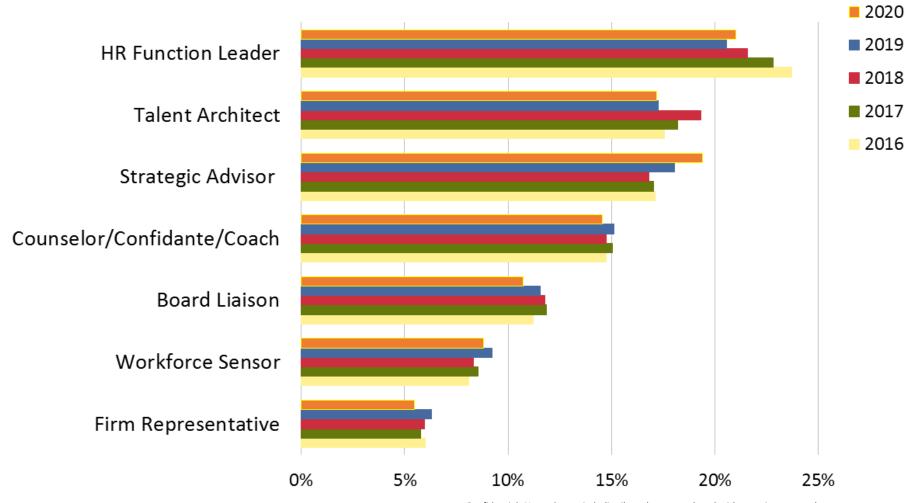
#### **Functional Business Leader**

Create a future-focused, financially disciplined team to run the HR function.

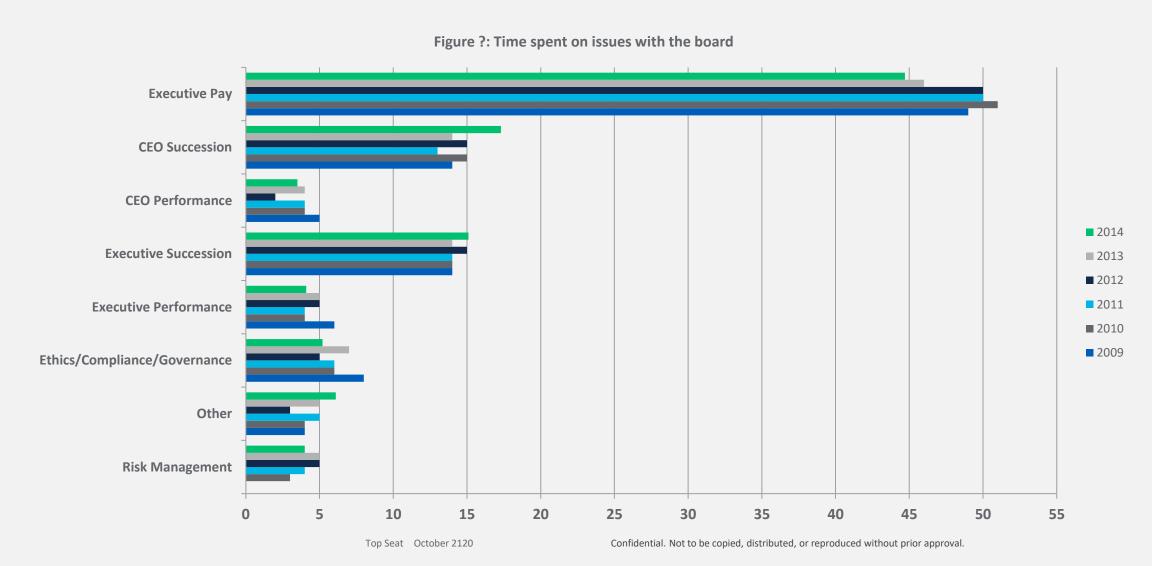
# Time Spent in Various CHRO Roles – Gartner Model



# Time Spent in Various Roles – University of South Carolina Model



# Time Spent by CHRO in Board Activities



# 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.