



Developing HR Talent

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The key question...

Developing HR Talent
- for what?



What is the CHRO accountable for?

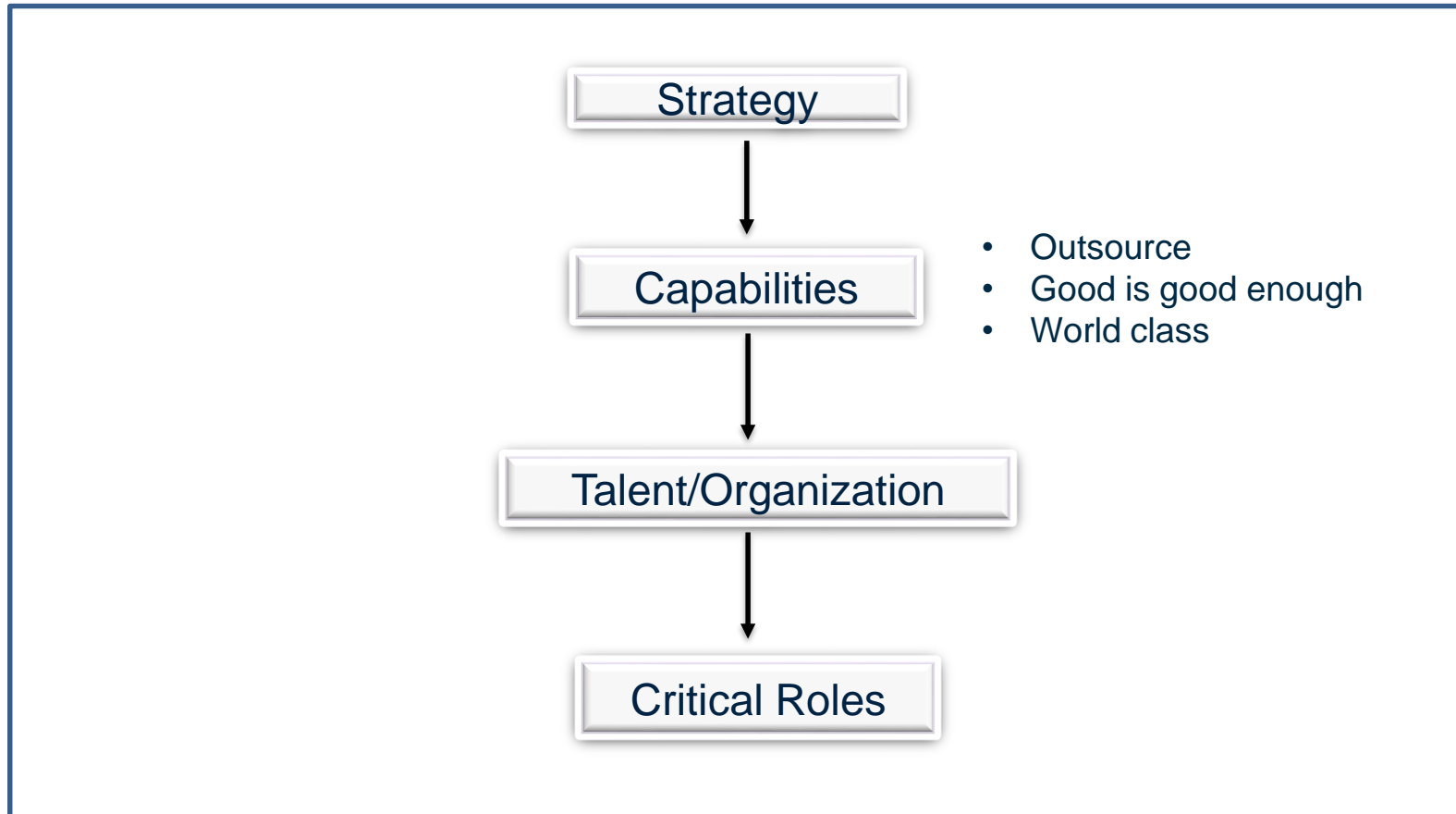
To have the talent and
organizational capabilities to win

5 decisions to make as a CHRO



- What do you/HR stand for?
- What is HR **accountable** for?
- What does HR need to excel at? Where is good “good enough”?
- How will you lead?
- What is your success profile for HR?

An example of a Core Model



Consistent logic across the organization – but answers are different in each business

Back to those 5 decisions...



- What do you/HR stand for?
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We Believe In...

- **Our Values** - They are much more than “posters on a wall”. They are our guide and our reference point
- **Business First** – Our primary role is to help our Businesses win! We believe in:
 - Focusing on **Simplicity and Outcomes** – People decisions are made by line managers, not by HR. We provide simple, intuitive tools that drive decisions and business outcomes
 - Using **Frameworks vs Formula** – Managers and HR make better decisions when they use **judgment and common sense**
 - **Accountability** - line leaders are accountable for people decisions. HR is accountable for the overall quality of people decisions at Maersk.
 - **Active Performance Management** - It is the foundation for everything else we do
 - **Differentiation** – we believe in Pay for Performance. Career and development approaches for our employees will be customized, based upon their contribution
- **Winning With Talent and Capabilities**
 - **Talent is an asset** – We develop and deploy it with the same rigour as we do capital
 - **Talent is not generic** - It is defined by strategy and the capabilities Maersk requires to win. At Maersk, critical talent segments are **leaders, future leaders** and **key capability-holders**.
 - **We are a Global Company** - We need global talent to win: gender, nationalities and differences in thinking
- **We are a Group** - We will be the same across Business Units whenever we can be. Where there is a clear business need, we will be distinctively different

What is HR accountable for?

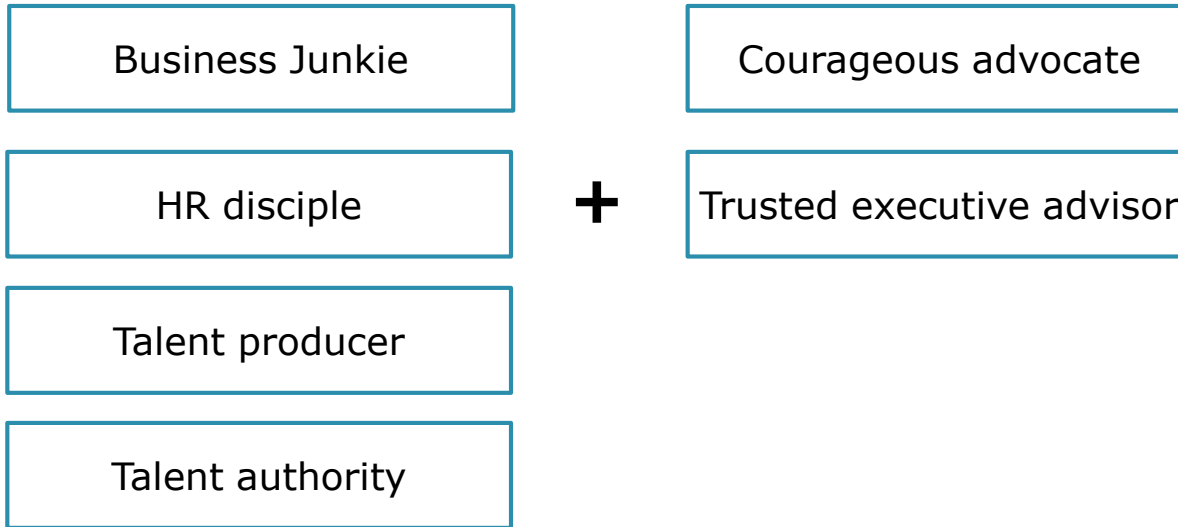


Prudential example - 4 Commitments:

1. We have **world-class talent** in our **critical roles**.
2. Our organizations are built with the **capabilities** to win.
3. We are a **stand-out company** for **diversity and inclusion**.
4. We have a **unique** (i.e., tough to replicate) and **compelling culture** that **drives competitive advantage**.

HR Capability Framework

4 + 2



How you lead sets the tone



- Trade down or trade up
- Senior team sets the ceiling
- Top 50

What does it take to succeed as an HR leader?

- Business acumen
- Capability view
- Talent and Performance focus
- Courage
- Intellectual curiosity and Insights
- Impact and Influence
- Leave a legacy

The normal laws of human development also apply to HR



- 70/20/10
- Make bets
- Experiences, not experience

Take it personally, make it yours



An example:

- HR College – all new HR hires
- HR Forum – top 100
- HR Leadership Program – open heart surgery

How do they know you care about it (them)?