UNIVERSITY OF SOUTH CAROLINA

MOORE

DARLA MOORE SCHOOL OF BUSINESS CENTENNIAL **1919-2019**

NAHR/SIOP Horizon Project

- Purpose is to bridge the gap between academic research and business challenges faced by CHROs

- Interviews with CHROs about trends affecting one's industry and desired projects to yield better practice:

  - Accenture, AmEx, ADM, Corning, HP, Ingersoll-Rand, IBM, Marriott, Medtronics, Target

- Research Agenda was formulated at a small group meeting in Charlotte, Feb. 27, 2019

Project Priorities Based on Interviews

- **Development and Selection of Future Leaders** – Including workforce engagement, responsible leadership, and creating an environment of continuous learning
- **Diversity and Inclusion** – Including changing demographics, multigenerational and global workforces
- **New Ways of Working** – Including the impact of technology on work and the workforce as seen in AI, robotics, telework, and global connectivity
- **OVERARCHING NEED:** Bridging the Science/Practice Gap

How do we take a research question and shorten the cycle time between gathering knowledge/evidence and implementing actionable results (i.e., rapid prototyping, agile inventions, action incubators)?

Purpose of Survey

CHROs – Assessed importance of topics; willingness to fund research and provide data; determine whether they have existing research underway

Academics – Assessed importance of topics; whether they have previously conducted research or are interested in partnerships to conduct research

Response Rates

- CHRO Survey
  - 18.31% Response rate (39 / 213)
- Academic Survey
  - 16.20% Response rate (40 / 247)

CHRO Summary

- Three most important topics include: Selecting and Developing Future Leaders, Advancing Diversity into Senior Operating Roles, and Developing Senior Teams and Leaders

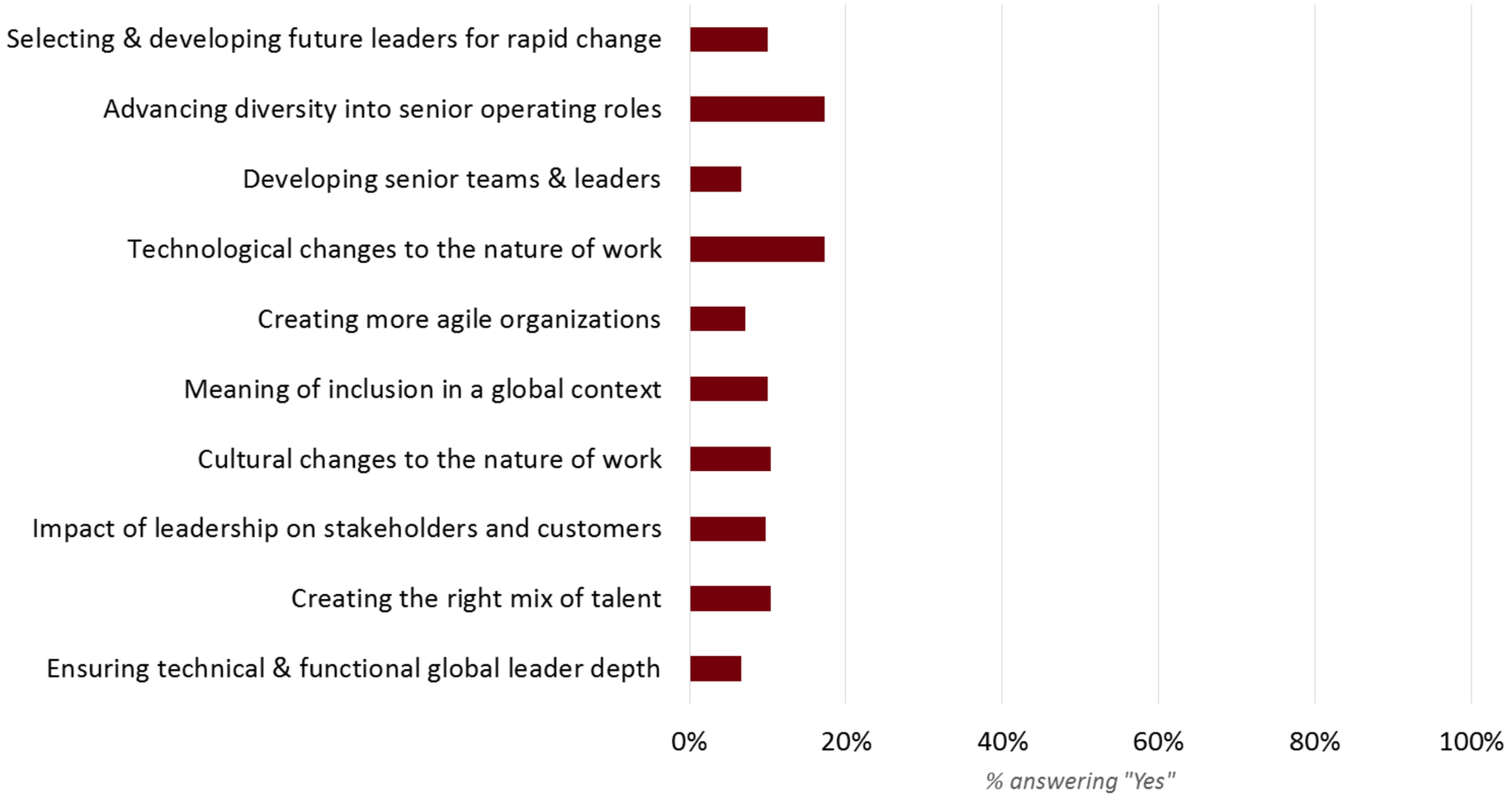
- Little research being conducted on these topics

- CHROs most willing to fund research on D&I and share results

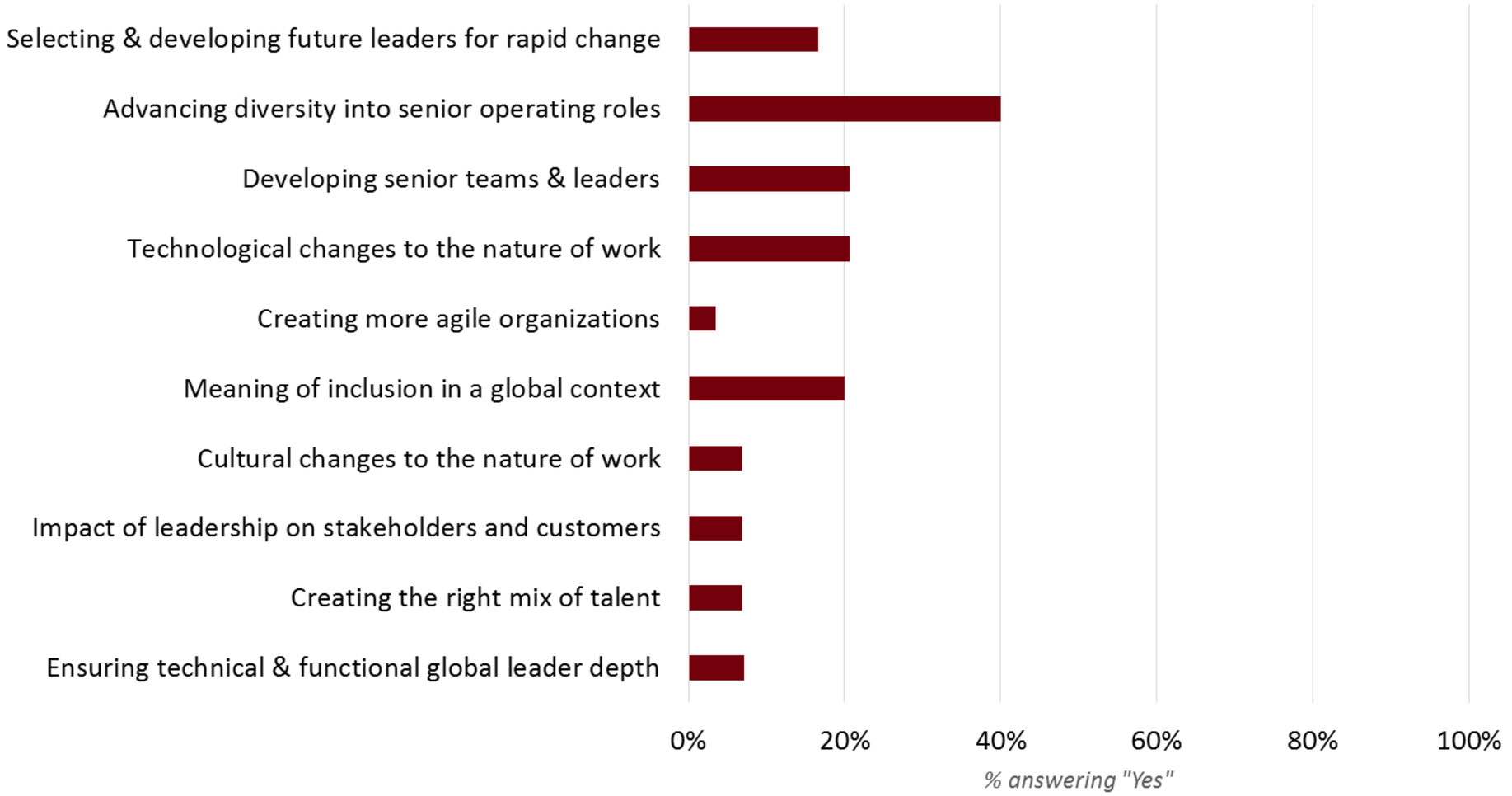
- Must address practical obstacles (access to appropriate data and timelessness of results)

CHRO's find the topics important…

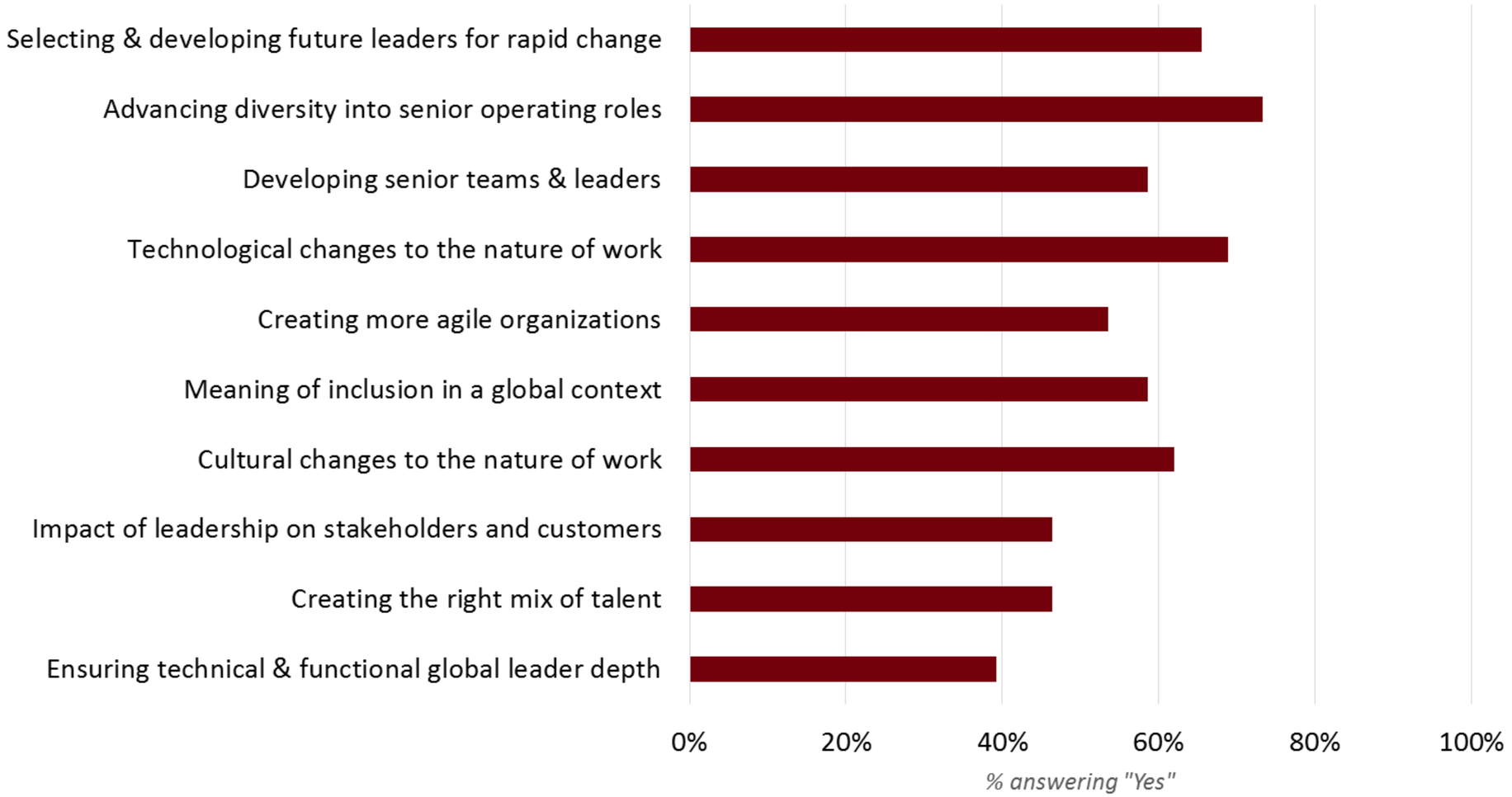
…but are not researching them…



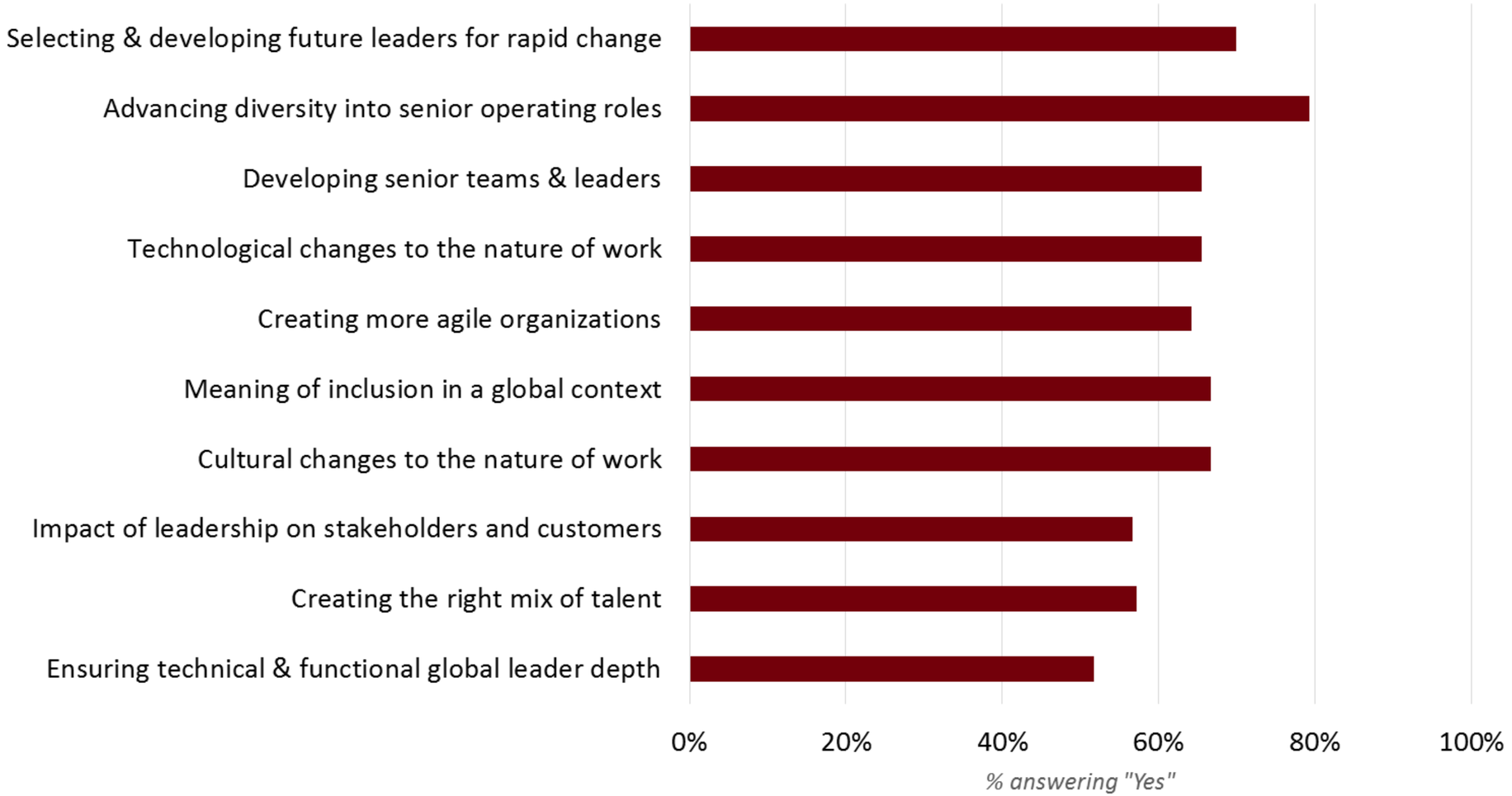
…or willing to fund such research.



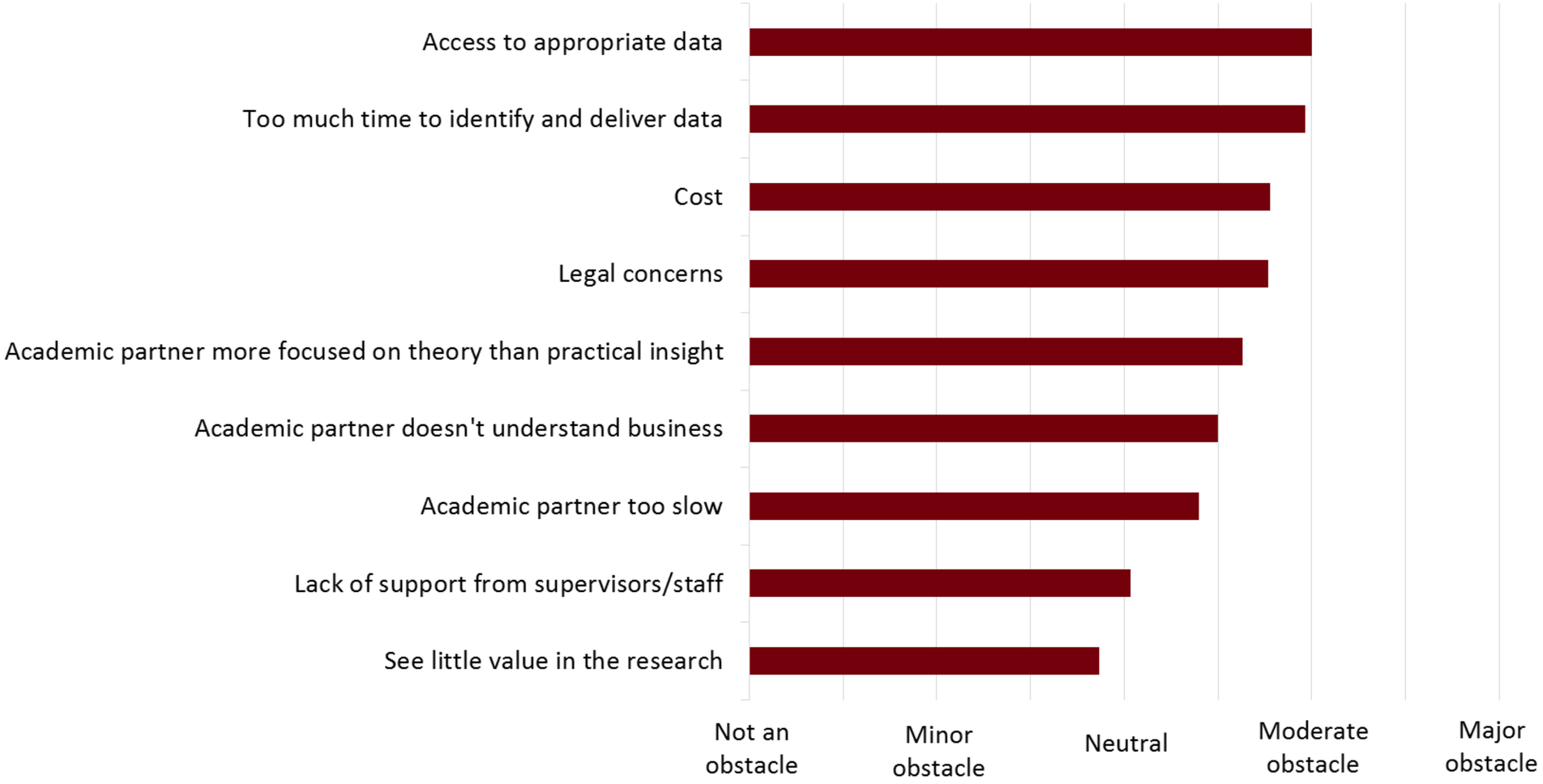
CHROs are more willing to offer data…



…and generally supportive of sharing results.

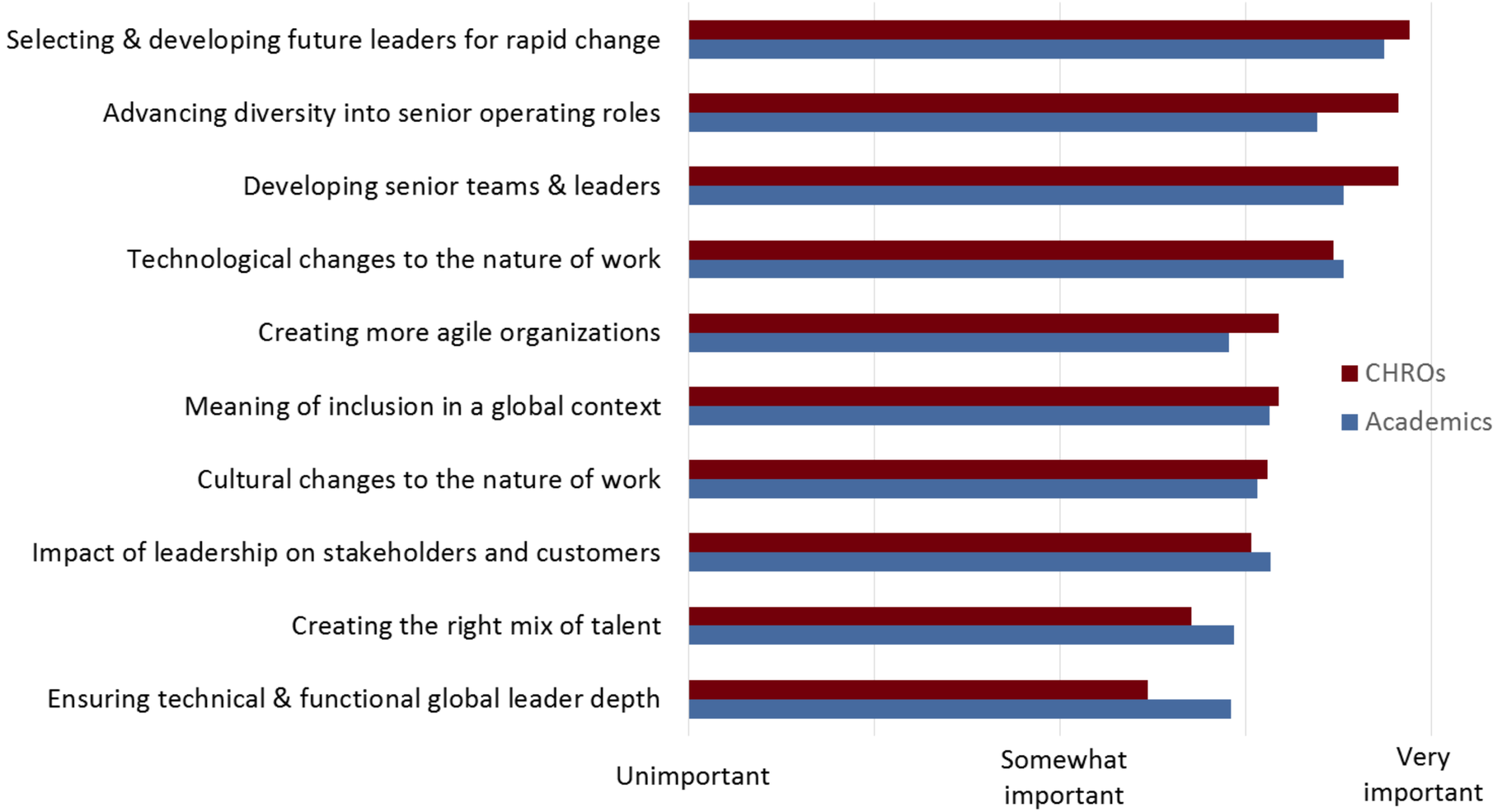


CHROs mostly see practical obstacles.

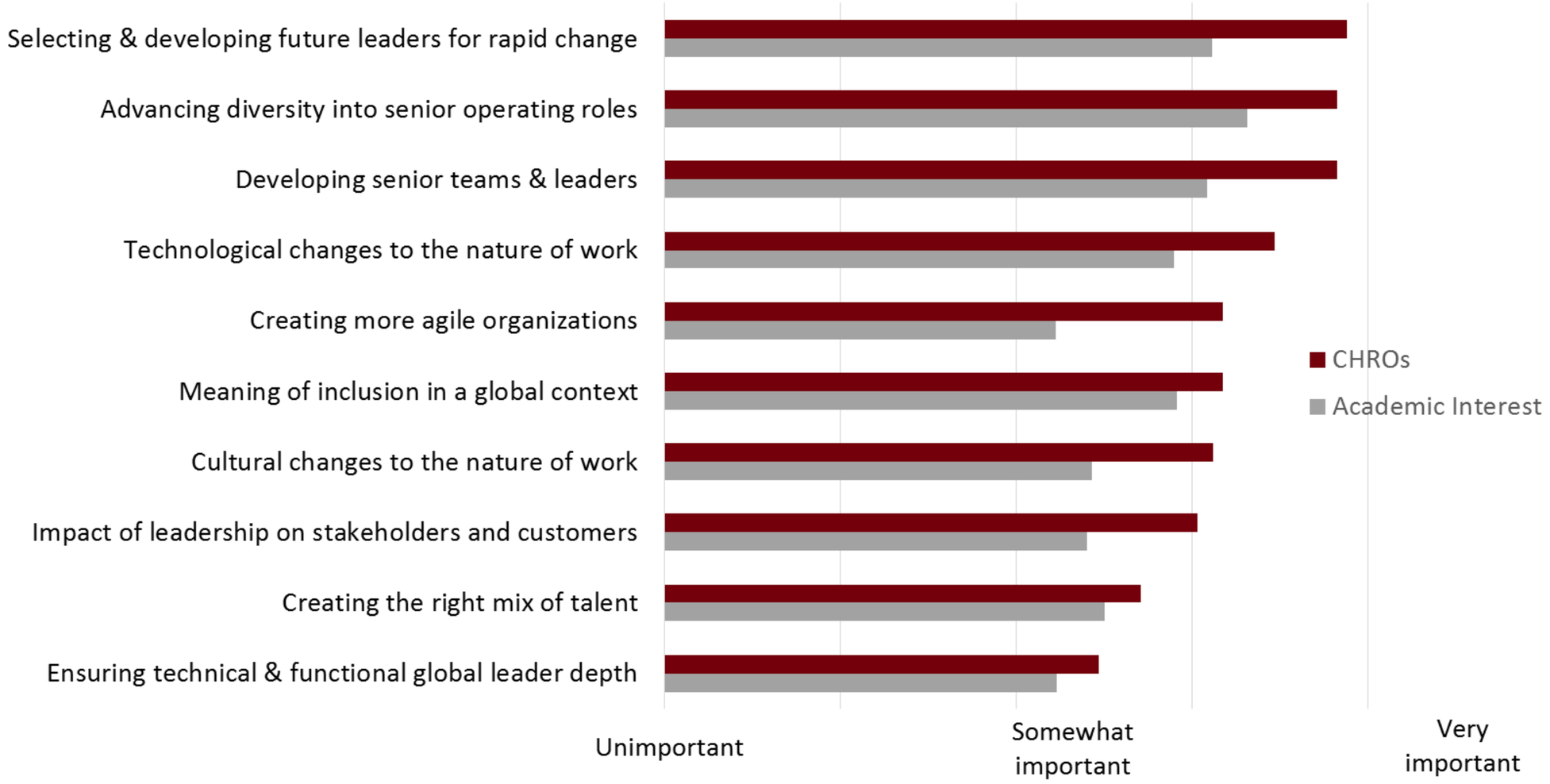


Comparison of Academics to CHROs

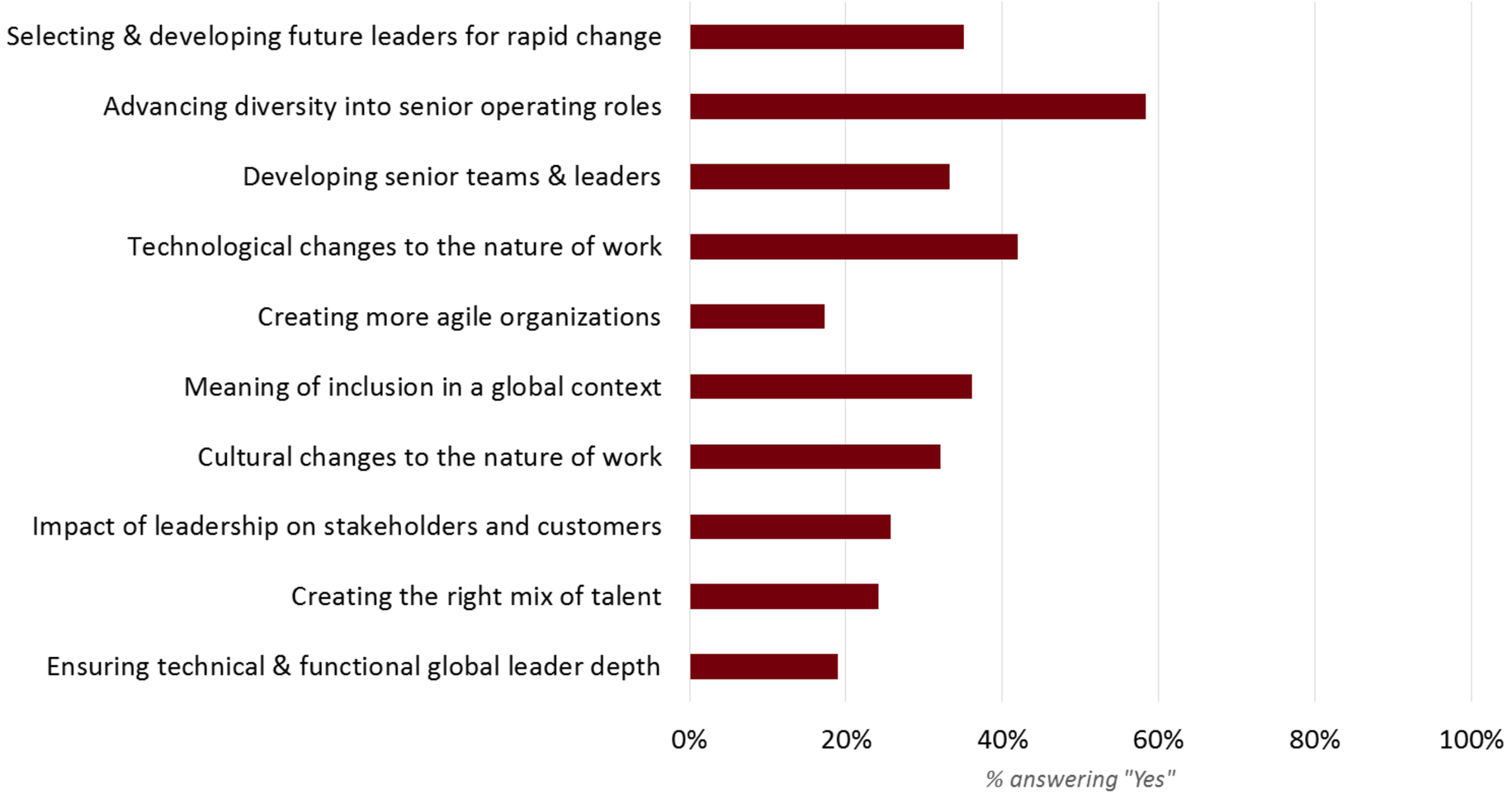
Academic perceived importance aligns with CHROs.



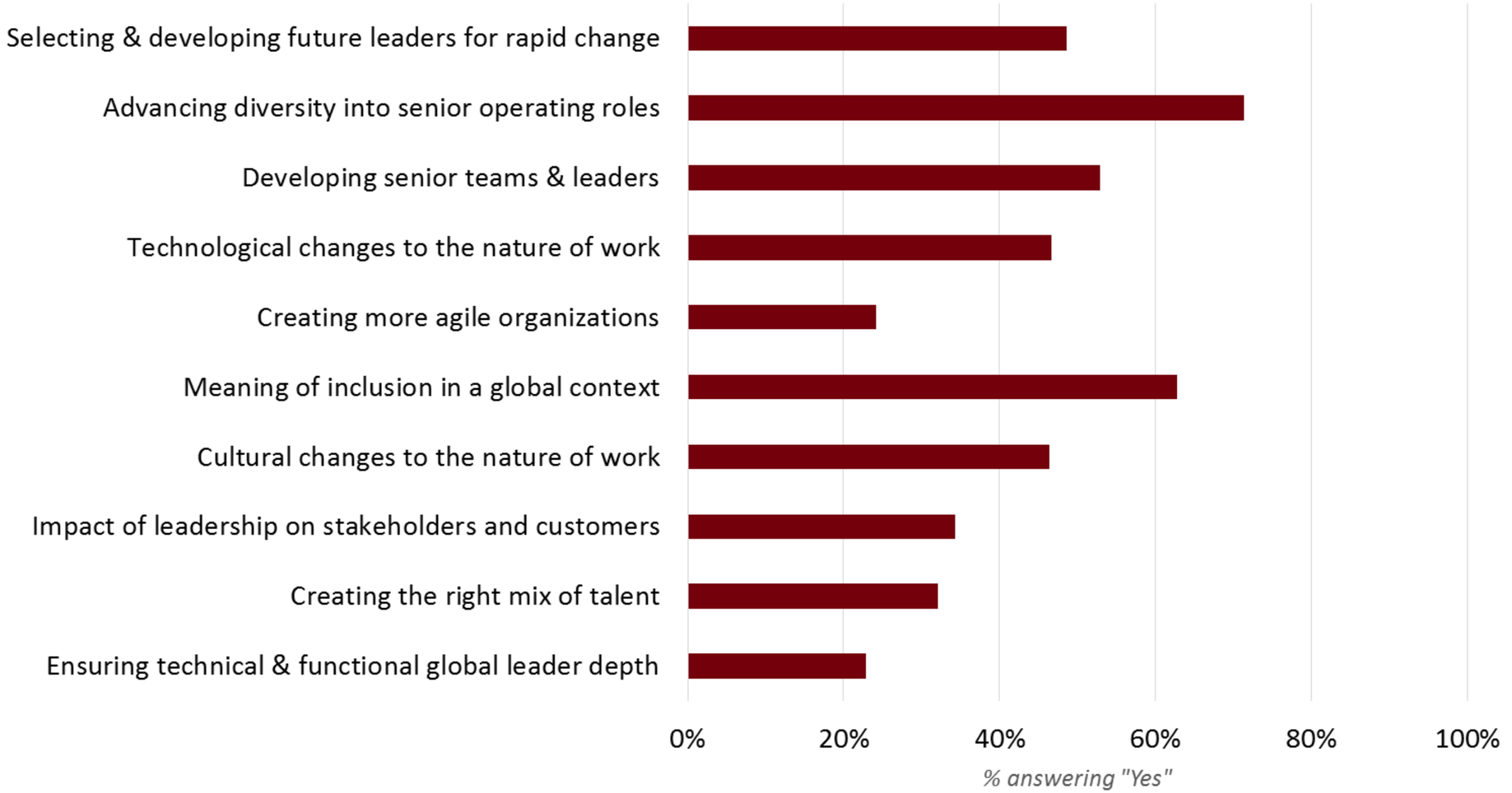
But believe there is not as much general academic interest.



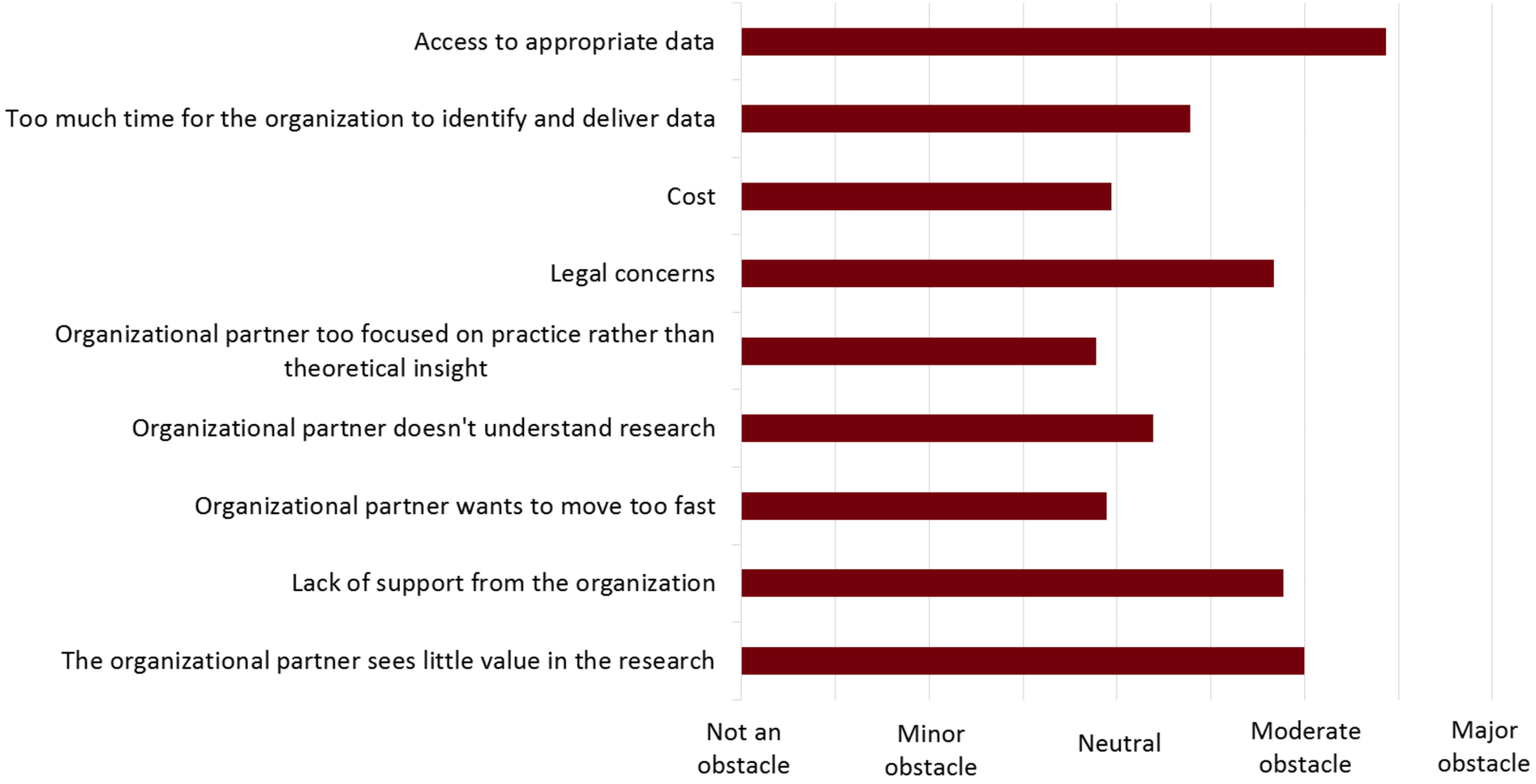
Academics historically do not research these topics…



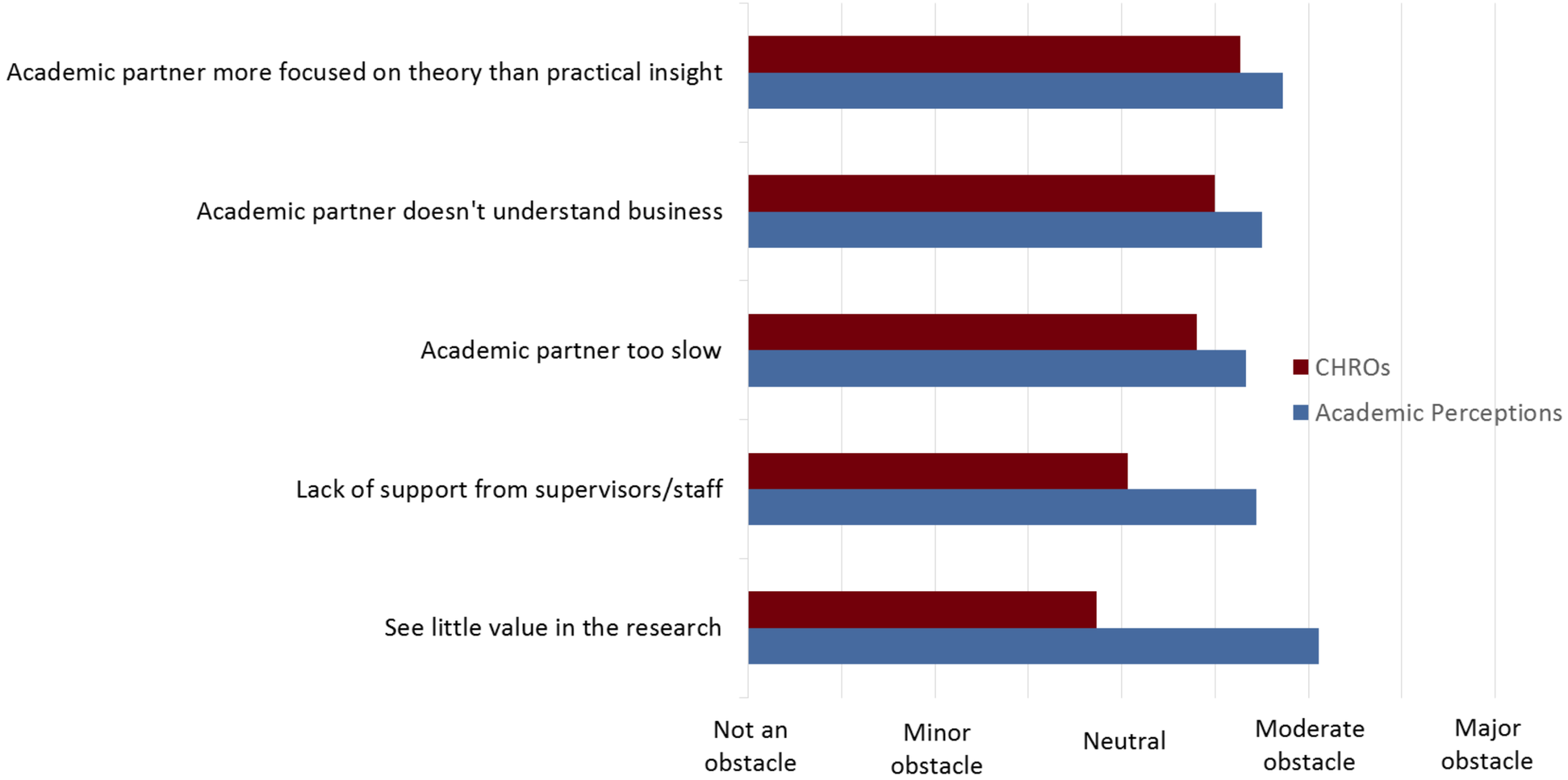
Academics are moderately interested in partnering with firms.



Academic perceptions of research barriers.



Academics perceive more research barriers than CHROs.



Major Insights

- CHROs and Academics will not align their interests unless there is a means to do so

- The most aligned topic is diversity and inclusion (D&I)

- Therefore, a major opportunity to incent collaborations and accelerate progress

Action Items: Now

- Identify the academics and CHROs who expressed the most interest in D&I issues
- Connect 1-2 academics with 1-2 CHROs/organizations to start research partnerships

Action Items: 4-8 Months

- Identify enthusiastic organizations, academic centers, and academics, to begin creating a consortium on D&I
- Example Academic Centers: RBL Institute, Cornell/CAHRS, Center for Effective Organizations, U of SC Riegel and Emory Center, Center for Executive Succession, etc.
- Compile and establish D&I measures across organizations

Action Items: 9-12 Months

- Workshops at the Academy of Management and SIOP on building bridges between practice and academe in areas of research and teaching

- Invitational Small Group Meeting (Horizon Conference) with 10-15 Academics and 10-15 CHROs to share existing data and plan future research and practice on D&I

Potential Deliverables

- Visibly successful CHRO-academic partnership to build enthusiasm for the initiatives
- Create measure(s) of D&I metrics that are accepted and implemented across organizations
- Consortium (multiple organizations and multiple academic centers) to direct, support, and implement research findings

MOORE