



The Rise of the New CHRO

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People are essential to your business success. Human capital is your greatest asset. Having the right Chief Human Resources Officer (CHRO) or Chief People Officer (CPO) in place has never been more critical.

Today, the role of an HR lead is changing rapidly. What was traditionally an isolated, administrative and tactical role is now anything but. The role goes beyond implementing policies and hiring practices, or facilitating promotions, bonuses and reviews. This role has evolved to be more dimensional, pivotal and strategic.

What does this new breed of HR leadership look like?

They have a seat at the table.

What does today's CHRO or CPO bring to the table? For starters, they're sitting at it. Working closely with the CEO and CFO, they serve as a trusted partner and active participant with a stake in the future success of an organization. The days of HR as an administrative backroom function living in the shadows of a corporation are over.

They know strategy.

An HR lead must understand, appreciate and contribute to business strategy. Where is the company going long-term? What are the challenges that lie ahead? Are people supported and empowered to execute? Do you have the right talent mix? Having the ear of the CEO, as well as interacting with the Board, is now part of the equation. You can't create and uphold values and culture - not to mention enterprise value - without this type of access and participation. Recruiting and retaining the right talent is greatly informed by being privy to and having a say on the larger purpose of a company.

They embrace technology.

What about analytics, data and metrics? Yes, a savvy HR lead can make a real difference when these disciplines are understood and applied. In this new data-rich universe, HR will influence innovation, inspire collaboration, support different working styles, and foster engagement.

They get finance.

People-related issues are closely connected with financial performance. An HR lead must be financially literate and invested in that aspect of an organization by having a strong and open relationship with the CFO. A quarterly meeting won't do. Ongoing dialogue and vigilance is key.

They understand change.

The disruptive forces of the modern-day workplace require someone who not only embraces change, but also leads it. Diversity and inclusion, pay equity and other emerging sensitivities require new modes of accommodation. Given the ongoing scrutiny businesses are subjected to and the rising demands of multiple stakeholder groups, HR has become a pivotal component of shaping the present and the future.

It's all about people.

We often hear business owners speak about getting the customer experience right. We would suggest placing the employee experience first. It is the foundational piece that has a tangible ripple effect in the marketplace. When your people are engaged, unified and content, your business will have an advantage that's difficult to beat. Your customers will thank you.

CHROs/CPOs manage your most valuable assets: your people. Every enlightened CEO will strive to fill the transformed HR role with an individual capable of meeting the complex demands of today's business environment.

Everybody prospers when you have the right people and build the ideal workplace environment. What's good for the bee is good for the hive.