

CHRO Conversation

Fresenius Medical Care North America – Brian Silva

Video Length 34:47

https://www.youtube.com/watch?v=5PzFF8ck0cg&feature=emb_logo

Topic	Time
<p>Where do you think HR can make the biggest difference over the next five years?</p> <ul style="list-style-type: none"> • 2020 was a landmark year for Human Resources • Impact will vary to a great extent from company to company • Know the business to make an impact • Culture has never been more important • “War on talent” will be an ongoing competition • Use human capital resources effectively • Globalization trend will continue 	<p>0:57</p>
<p>Is there something HR leaders should be doing to really maximize this attention, or is doing all the above really what one needs to do?</p> <ul style="list-style-type: none"> • You have to earn attention • Get attention by delivering on your promises • Deliver on the promise to improve business outcomes 	<p>10:18</p>
<p>Can you say more about what may be constants for HR across the industries you have worked in?</p> <ul style="list-style-type: none"> • Similarities <ul style="list-style-type: none"> ○ Always know your business ○ Motivation factors ○ Communication, leadership, fairness, and opportunities to move ahead are themes across industries • Differences <ul style="list-style-type: none"> ○ Evolution of where the business is ○ Amount of resources and expectations differs ○ Culture differences 	<p>12:26</p>
<p>Having seen a few different executive leadership teams, what have been the kind of characteristics you have seen on really strong executive leadership teams?</p> <ul style="list-style-type: none"> • Diversity: both D&I in the workplace and diversity of thought • A culture that promotes speaking up • Renewal of talent on the team; renewal of ideas, not necessarily of people • Look at future needs of the company for talent and bench strength 	<p>17:53</p>
<p>When you are thinking of the different pieces that go into an executive leadership team, are you thinking about who will be the greatest individual performer, or are you looking for people that will mesh to function as a strong team?</p> <ul style="list-style-type: none"> • The focus is much more on the team • Subject matter expertise comes second 	<p>25:58</p>
<p>During COVID-19, how did you make decisions about prioritizing different stakeholders and how you thought about that going forward?</p> <ul style="list-style-type: none"> • Safety is always first • Stakeholder engagement came second 	<p>28:00</p>

<ul style="list-style-type: none"> • HR team led entire effort for whole organization 	
<p>Your employees were remarkably committed to the organization, even volunteering to do things. Can you share how you help create a culture that makes that work?</p> <ul style="list-style-type: none"> • Having a culture that wants to help people • Starts with the CEO and his regular actions • Actively involved at the clinic level 	29:24
<p>For those that are newer to the field, what are some of the things that have helped accelerate your career and some things that might be roadblocks to try to avoid?</p> <ul style="list-style-type: none"> • Know your business • Know what is important to your boss and support that • Take calculated risks in your career • Work harder than the average person • Never break trust and credibility • Continuous learning 	30:32

Notable Quotes:

“What I will say from a career standpoint, no matter where you are: Figure out what is important to your boss. Whether your boss is the supervisor of recruiting or the Chief Executive Officer of an 80,000 employee company that’s doing \$20 billion in revenue. What is important to the person you’re working for, you should be very attuned to, and you should figure out how to help the entire department and your boss be successful.”

“The best (executive leadership) teams that I’ve seen, the team operates as a team, first and foremost.”

Discussion Questions:

1. What actions can executives take to promote a culture of speaking up?
2. What does “delivering on your promises” look like in your current position? How can you help your team continue to deliver on their broader promises?

Company	CHRO	Topics
Fresenius Medical Care North America	Brian Silva	Executive leadership team, COVID-19, culture