

CHRO Conversation  
TIAA - Melissa Cee  
Video Length 11:54

<https://www.youtube.com/watch?v=dL-DCpnyWe0&index=1&list=PLUEIH5PMd16kn9p29AbXCJLvTIVUJRjLu>

Topic	Time
<p>What does it mean for HR to be more strategic and business oriented?</p> <ul style="list-style-type: none"> <li>● HR needs a seat at the table</li> <li>● HR needs to understand full scope of the business:               <ul style="list-style-type: none"> <li>○ Goals, challenges, financials</li> </ul> </li> <li>● Success of the business is most important</li> </ul>	<a href="#">0:19</a>
<p>Has in the expectation to be more strategic presented new challenges for HR?</p> <ul style="list-style-type: none"> <li>● In the past, HR took direction from the business</li> <li>● Now, businesses desire HR talent that understands the business &amp; can create change</li> <li>● Develop talent internally               <ul style="list-style-type: none"> <li>○ Look for talent that is confident, can problem and deliver fast</li> </ul> </li> </ul>	<a href="#">1:36</a>
<p>How do you develop/train internal talent to possess the right competencies?</p> <ul style="list-style-type: none"> <li>● Admit what you don't know               <ul style="list-style-type: none"> <li>○ Ask for help; be courageous</li> <li>○ Business Mentor: partner with others to form mutually beneficial relationships</li> <li>○ Can fast-track learning/business acumen</li> </ul> </li> </ul>	<a href="#">3:30</a>
<p>What does TIAA's transformation to be more customer-focused mean for HR?</p> <ul style="list-style-type: none"> <li>● TIAA new CHRO Skip Spriggs: change agent               <ul style="list-style-type: none"> <li>○ Strengthened the foundation: payroll, onboarding, candidate experience, etc.</li> <li>○ Added technology</li> <li>○ Upgraded talent internally</li> </ul> </li> <li>● Where's HR? - HR becomes missed               <ul style="list-style-type: none"> <li>○ No marketing needed, based on performance and contribution</li> </ul> </li> </ul>	<a href="#">6:04</a>
<p>How is HR unique in the Financial Services Industry?</p> <ul style="list-style-type: none"> <li>● Competitive landscape</li> <li>● Talented people do not have to go where the job is, with the help of:               <ul style="list-style-type: none"> <li>○ Advancing technology</li> </ul> </li> </ul>	<a href="#">8:24</a>

<ul style="list-style-type: none"><li>○ Flexibility of TIAA and mobility of employees</li><li>● Success is dependent upon building relationships</li><li>○ Understand challenges, feel environment</li></ul>	
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**Helpful Quotes:**

1. “Without understanding what the business is doing and what they’re faced with, you are not going to be the effective leader they’re looking for.” ([1:29](#))
2. “Be confident enough to say, ‘I need to learn so I can be better’.” ([3:49](#))
3. “I was courageous enough to say, ‘I don’t know what I need to know today’ and, ‘I don’t know what they were talking about in that meeting’. Can you please help me?” ([5:30](#))
4. “When you understand the business is and the challenges, and what were sort of moving away from and where we’re going to, you can be that better organizational design partner.” ([5:51](#))
5. “Talent has options, and as an employer you have to recognize and respect those options.” ([10:07](#))
6. “Everybody can pay to attract talent...that is a standard offering. It’s the softer, and the more unique offerings; it’s the culture, it’s the values, it’s who are you working for.” ([10:41](#))

**Discussion Questions:**

1. How does HR make a difference when it comes to contributing to the business? What type of qualities and/or competencies are needed to become a value-adding, strategic HR partner?
2. What challenges does HR face when it comes to attracting and retaining talent?