

**CHRO Conversation**  
**Adobe - Donna Morris**  
**Video Length 6:28**

<https://www.youtube.com/watch?v=ACS-FLCnZYk&index=4&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJRjLu>

Topic	Time
What does the change in HR mean for the role of HR professionals? <ul style="list-style-type: none"> <li>● People are at the center of company's success</li> <li>● HR ensures the company is able to attract, retain, develop and grow talent</li> </ul>	<a href="#">0:17</a>
Have the challenges HR faces changed due to new expectations? <ul style="list-style-type: none"> <li>● Driver of success: understanding the business</li> <li>● Consulting around optimization of business performance</li> <li>● Changes the required capabilities of HR professionals</li> </ul>	<a href="#">1:11</a>
What new capabilities does the company search for? <ul style="list-style-type: none"> <li>● Strong interpersonal skills</li> <li>● Learning agility</li> <li>● Strong business acumen</li> <li>● Drivers of change</li> <li>● Strong communication skills/ability to influence</li> </ul>	<a href="#">1:42</a>
What does Learning Agility mean? <ul style="list-style-type: none"> <li>● Continuous Learner: seeks new challenges, technology, opportunities for advancement               <ul style="list-style-type: none"> <li>○ Intellectual Curiosity</li> </ul> </li> </ul>	<a href="#">2:12</a>
What is HR's new role today? <ul style="list-style-type: none"> <li>● Not just hiring and firing or administrative</li> <li>● Contributors to delivering business strategy</li> </ul>	<a href="#">2:40</a>
What is Adobe/HR's people philosophy? <ul style="list-style-type: none"> <li>● Greatest asset of the company: People (i.e. customers and employees)</li> <li>● Create an exceptional experience for everyone through products, technology, infrastructure</li> <li>● Turn all employees into champions for customers</li> <li>● Should all companies make this change?</li> </ul>	<a href="#">3:33</a>

**Discussion Questions:**

1. Of the capabilities Donna Morris mentioned, what capabilities are most critical? Are there any more that you would deem important? How do you identify these critical capabilities?
2. What are the positive impacts of combining customer and employee functions? What are the challenges?