CHRO Conversation
GE- Susan Peters
Video Length 19:14

https://www.youtube.com/watch?v=Vt3j-8pikuw&t=2s

Topic	Time
What are the challenges at GE and how does HR help fulfill org strategy? ● Leadership Change: New CEO ● Environment Change: Evolution of World Markets, Geopolitics, risks ● Biggest Change: Technical/digital - HR helps people handle this change from a cultural perspective	0:46
How does HR creates a culture of people open to change? ● Skills training: Helps employees leverage technology capabilities ● Cross-functional teams foster collaboration in the digital realm	2:10
How does GE/HR create an environment for developing talent? ● "Stretch"/uncomfortable positions foster employee growth/learning ● Push beyond limits: increase workload ● Visibility, Accountability, Feedback (Coaching) ● Higher expectations produce heightened performance ● Talent development = product development ○ HR helps people develop their next capability	3:48 5:45 7:03
How does GE encourage workplace respect, professionalism and inclusive? ● CEO provides weekly video response to employee questions through technical tool, based on ranking ● Leadership team also addresses individual questions	7:52
What are some best practices to help new CEOs acclimate to their new role? ● Select "the right" CEO ● Leader-centric: ensure employees get to know CEO ● Weekly communication/interactions with officers & direct reports ● Grooming: familiarize CEO with scope of work through sessions ● "GE Store": common research approach, global growth org, HR approach, culture, leadership tenants	9:56 14:00
As CHRO and member of the exec team, what does your role entail? ● "Business first" with an HR expertise ● Represent/advocate for employees ● Talent development, org design, comp & benefits, labor relations ● Coach & friend to peers and colleagues ● Facilitator; helps leadership team function	15:09

Discussion Questions:

1. How can companies create transparency between their CEO/leadership teams and employees at lower levels of the organization?
2. How does HR approach talent development at GE?
3. Why is it important for HR professionals to lead with their business hat first?