

## Leadership Conversation

Jim Bagley, Managing Director, Russell Reynolds Associates

Brad Pugh, Executive Search and Succession Planning Consultant, Russell Reynolds Associates

Video Length 29:45

<https://www.youtube.com/watch?v=lknvdrgvHZs&feature=youtu.be>

Topic	Time
<p>How have the events of 2020, so things like COVID, racial injustice, and geopolitical tensions, changed the role and expectations of a CHRO?</p> <ul style="list-style-type: none"><li>• 2020 had a human and social pandemic so the spotlight was on HR leaders</li><li>• HR leaders showed their project and crisis management skills</li><li>• CHRO in position to contribute to business and society by being adaptable, quick on feed, commercially connected</li></ul>	<a href="#">0:47</a>
<p>CHROs are talking about how this is their moment the way IT was for Y2K and CFOs were during the financial crisis – are the rest of the organization and board members recognizing this about CHROs too?</p> <ul style="list-style-type: none"><li>• CHRO is front and center</li><li>• Exposure across company – how to get people to work, how to transform the business, how to go remote or go digital</li></ul>	<a href="#">4:18</a>
<p>Given this increased visibility and platform of HR and CHROs, where do you think they can make the biggest impact now and over the next five years?</p> <ul style="list-style-type: none"><li>• Table stakes for HR have risen and will stay high</li><li>• HR work will become more strategic and positively impact headcount</li><li>• Cultural leadership will be a bigger area for impact</li><li>• CHRO and HR community needs to think about the how to keep and maintain the glue that creates the culture of organizations</li></ul>	<a href="#">6:03</a>
<p>How has working remotely affected the process of executive search and how that applies for people at the C-Suite level in terms of how they're interviewing for a job and has it altered the dynamic of how executive recruitment works?</p> <ul style="list-style-type: none"><li>• Prior to the pandemic, there were video interviews but typically progressed to seeing persona physically</li><li>• Ability to interact with clients changed digitally</li><li>• For clients, the notion of hiring someone without ever meeting them in person was a big adjustment</li><li>• The search has fundamentally gone remote but may be trickling back to in-person</li><li>• Adoption of video likely to stay – makes interactions richer than just a phone call</li></ul>	<a href="#">8:31</a>
<p>Do you see this as the way of the future? Is there something we're missing from being in person? Or are there so many advantages to doing things virtually it is the way it ought to be?</p> <ul style="list-style-type: none"><li>• Video will stay in client interactions but people still like to meet people in person</li><li>• Fundamentally change how all of us do things but there will still be an element of where community, interactions, and relationships have their place</li></ul>	<a href="#">13:14</a>

<p>How does this impact things like onboarding? Do you see that as a challenge? Is it possible to become part of the group when we're not physically connected?</p> <ul style="list-style-type: none"> <li>• Onboarding is working according to plan but is taking a gigantic adjustment on everyone's part</li> <li>• COVID and remote work is likely to change future interactions – we might not come to the office everyday but we're going to get together in more meaningful ways</li> </ul>	<a href="#">15:15</a>
<p>Why do you think HR leaders are more inclined to come from outside of the firm? Is it lack of talent or something else?</p> <ul style="list-style-type: none"> <li>• This remains an opportunity for human resources</li> <li>• Partially related to how personal the relationship is between the CHRO and CEO <ul style="list-style-type: none"> <li>○ Sometimes the #2 person is really good but they're just not it</li> </ul> </li> <li>• CHRO should give their team exposure to the board and opportunities for HR leaders to move around through roles in total rewards and/or M&amp;A <ul style="list-style-type: none"> <li>○ Helps prevent internal candidates from being pigeonholed</li> </ul> </li> </ul>	<a href="#">17:50</a>
<p>Are there some areas that CHROs really need to stand out? Is that the exec comp and exposure to boards?</p> <ul style="list-style-type: none"> <li>• Those are the things that get them in the job</li> <li>• Also good to have outside perspective by engaging and learning through other organizations so they can contribute to broader leadership and strategy discussions</li> <li>• CHRO needs to have friends at other organizations to help give them council, advise each other, and work together</li> </ul>	<a href="#">22:15</a>
<p>What can we be doing as a society to make better opportunities for underrepresented groups?</p> <ul style="list-style-type: none"> <li>• Can create more awareness, be sensitive in ways we haven't been previously, be thoughtful about this as a topic</li> <li>• In the executive search process, need to know the diverse talent that is out there</li> <li>• Take the opportunity to work with entities on who is the up-and-coming talent and play an active role to help create more talent that is more ready at a future date</li> </ul>	<a href="#">24:44</a>
<p>Does what we're learning about the ability to do much more of this virtually – does this make this more challenging for groups that have not been recognized as openly or make it easier because they can be exposed to a larger group of people?</p> <ul style="list-style-type: none"> <li>• Distance is no longer a factor in the surface level of building relationships</li> <li>• Recruiters have more opportunity to speak to more people and are now more aware</li> </ul>	<a href="#">27:09</a>

**Notable Quotes:**

**“If we have more talent out there, that is more capable, then it is good for everybody.”**

**“If we had a recommendation to the CHROs, it would be to give your team more exposure to the Board, and maybe even rotate someone through the rewards role to give them the design of executive comp.”**

**Discussion Questions:**

- 1. What is the importance and opportunities that HR professionals have at this time [2020]?**
- 2. How can HR make a meaningful difference?**

<b>Company</b>	<b>Leader</b>	<b>Topics</b>
Russell Reynolds Associates	Jim Bagley and Brad Pugh	Succession planning, role of a CHRO, executive search, virtual work, diversity