

CHRO Conversation

PepsiCo – Ronald Schellekens

Video Length 33:38

<https://www.youtube.com/watch?v=oxlqfF9HUA0&feature=youtu.be>

Topic	Time
<p>How do you think about your priorities when you start in a role like this [CHRO]?</p> <ul style="list-style-type: none"> <li>• Start with what the business wants. Identify how to capture opportunity.</li> <li>• Understand how you can build talent.</li> <li>• Identify new capabilities that are needed.</li> <li>• Think about how to manage organizational effectiveness.</li> <li>• Decide what type of culture and leadership behavior we want to build.</li> <li>• Determine how to deliver a great employee experience</li> <li>• Focus on the productivity options of our HR team.</li> </ul>	<p><a href="#">1:05</a></p>
<p>What are the skills that you are looking for as people begin their HR profession?</p> <ul style="list-style-type: none"> <li>• Ability to understand the implications of digitalization</li> </ul>	<p><a href="#">5:50</a></p>
<p>How is supply chain within the domain of HR?</p> <ul style="list-style-type: none"> <li>• Supply chain is one of the business functions of PepsiCo.</li> <li>• It entails everything from the factories, the long-haul transportation from our warehouses to the end position in the store.</li> <li>• Human Resources manages all employees who “deliver magic on a day to day basis”.</li> <li>• Focus on hiring, compensating, motivating employees.</li> </ul>	<p><a href="#">8:58</a></p>
<p>In addition to embracing tension, is there something else that HR should be doing to drive a culture that leads towards winning in the marketplace?</p> <ul style="list-style-type: none"> <li>• Decide: is your culture is one culture? or multiple cultures?</li> <li>• “Freedom within a framework”</li> </ul>	<p><a href="#">15:40</a></p>
<p>Was it helpful to have worked at PepsiCo in the past and come back?</p> <ul style="list-style-type: none"> <li>• It helped but there are some ‘watch outs’ to be conscious about.</li> <li>• Understand the company is not the same as when you left.</li> <li>• Recognize that operations are often different as well.</li> </ul>	<p><a href="#">18:45</a></p>
<p>Are there things you need to keep in mind when joining the executive leadership team that are different or unique about trying to lead a large organization?</p> <ul style="list-style-type: none"> <li>• Take a humble position, learn, and be open</li> <li>• There is always a dilemma when you come to a company and continue to use your previous company as a reference point, people get irritated quickly.</li> <li>• Recognize that what works in one company may not work in another.</li> <li>• Tailor HR services to the business and the business strategy.</li> </ul>	<p><a href="#">21:12</a></p>
<p>Most CEOs come from inside the organization, but for CHROs it is almost opposite for that. Why is this the case?</p> <ul style="list-style-type: none"> <li>• Some roles are more transferrable than others</li> <li>• There is always a question of what the CEO wants: if they were happy with HR in the past, this may lead to continuation. If they desire differentiation, an external hire might be the solution.</li> </ul>	<p><a href="#">26:16</a></p>

<p>Is there something about a CEO wanting to ensure they have their own person that is maybe more loyal than others?</p> <ul style="list-style-type: none"> <li>• Loyalty is not the correct work – the CEO is a lonely job, very few people you can talk to</li> <li>• Good CHROs forge a relationship with the CEO where they can be themselves and discuss their team</li> <li>• It is human, logical, to identify an individual you already have that relationship with</li> </ul>	<a href="#">29:15</a>
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**Helpful Quote:**

“Great people who are highly motivated and who have passion for the company, deliver magic.”

**Discussion Questions:**

1. Why is the importance of aligning Human Resource efforts with company objectives?
2. Do you agree or disagree that supply chain falls within the domain of HR? Explain.
3. What are the potential drawbacks of bringing Executive Leaders into a company from outside?

Company	CHRO	Topics
PepsiCo	Ronald Schellekens	Driving Business Success, Diversity, Inclusion, Engagement