CHRO Conversation

Owens Corning – Dan Smith, SVP Organization & Administration Video Length 17:36

https://www.youtube.com/watch?time_continue=2&v=683Bw8-KUHI

Topic	Time
As CHRO and member of the Executive team, what are some of the challenges your company is facing? Integrating companies recently acquired globally Building capabilities to support organic growth	0:48
 What is HR's role in driving the global integration process? Performing due diligence to have confidence the acquired company has the talent and capabilities to continue success Forming a team that drives the due diligence process and the team that drives the integration Figuring out how to staff the project teams without disrupting the business – e.g. pulling employees from their regular jobs to work on the special project team 	2:20
 Many believe acquisition success is a function of finance, but you're saying HR plays a key role in an acquisition's success? Absolutely! There is a financial component to analyzing the business case, but the critical question is how do we integrate? Talent and organization design are essential components for a successful integration: How do you run the business, how do we motivate employees, and how do we put teams together to be successful? 	3:54
 What other functions roll up to you and through HR? Have always had core HR responsibilities Have also taken on other functions to help grow the company: IT, Communications, Public Relations, Supply Chain, Marketing 	4:37
 What unique skills and insights does a HR leader bring to run these various operations? Being good at fixing things, making complex things simpler. Making the tough system and talent decisions to make everything work. Talent is a big component to managing and growing all the groups: Building capabilities, selecting talent, and putting in the management systems. 	<u>5:30</u>

Why is talent so important across all the functions?	<u>6:40</u>
 Everything is about talent! One person who is great at leading, 	
challenging, and selecting talent can turn around a business.	
 Being a great leader transcends across all the functions and businesses. 	
 A great leader can be successful in just about any business. Need to be 	
curious and willing to learn the details of the business.	
What specific things do you look for to identify great talent?	7:49
Created a leadership model that looks for 4 things that a great leader	
must be strong in:	
o Ideation: can draw ideas out of others and can work the ideas	
 Evaluation: connect disparate data and turn it into a strategy 	
 Action: ability to drive behaviors and take action 	
 Connection: can collaborate and communicate across boundaries 	
 Must exhibit strength in all 4 categories to be successful. 	
What are the key indicators that show individuals can be successful in top level	9:28
management positions?	
 Look at the rate of growth when an individual is put into a new 	
assignment – get results quick and builds things the right way.	
A couple factors that distinguish success:	
 Curiosity: always asking why 	
 Decisiveness: makes a decision and is bold in taking action 	
What is your philosophy around making big bets on individuals?	<u>11:27</u>
Taking a big bet is putting someone in a new role and placing them in a	
different part of the world or in a new function.	
Big bets are made on individuals who have been successful and show a	
high rate of growth	
When the individual is put in a new role they are provided with a mentor	
and a new development program. We then watch how they perform.	
How has analytics helped and/or changed the HR function?	<u>12:26</u>
Sought help of data scientists to look at data in new and different ways	
Can now use leadership surveys to order results for individuals to help	
tailor development plans	
 Individuals can identify specific skillsets to improve before moving 	
to other developmental areas	
Leverage annual survey results to change the company culture by	
emphasizing and focusing on the right 'next' things	44.42
What roles does HR and/or CHRO play in Executive Succession?	<u>14:43</u>
At Owens Corning, set aspiration for 2 successors for every key role	
For senior level executive succession, must do several things to identify """ """ """ """ """ """ """	
"ready now" candidates as the next CEO or President:	
Spend years developing individuals, providing special job	
assignments, and simulating what the CEO role may look like in the future	
CEO, CHRO, and the Board all play key roles in succession planning	

Discussion Questions:

- 1) How does HR drive the integration process? What are the key factors for success?
- 2) Why is talent so critical across an organization? How is top talent identified and developed?
- 3) What role does data play in shaping HR priorities?

Company	CHRO	Topics
Owens Corning	Dan Smith	Business Strategy, Mergers & Acquisitions, Role of
		HR, Data Analytics, Talent Development, Talent
		Management, Executive Succession,