

**CHRO Conversation**  
**Anthem, Inc. – Jose Tomas, Former EVP & CHRO**  
**Video Length- 11:59**

[https://www.youtube.com/watch?v=rRzER\\_H3rKg&index=27&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJ](https://www.youtube.com/watch?v=rRzER_H3rKg&index=27&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJ)

[RiLu](#)

<b>Topic</b>	<b>Time</b>
<p>What does the changing nature of HR mean for the org?</p> <ul style="list-style-type: none"> <li>● Full integration into the core business</li> <li>● More strategy = being present on the front-end</li> <li>● Business Partner, rather than Support function</li> <li>● More sophisticated challenges arise for HR</li> <li>● Core competency for HR = human capital</li> <li>● Quickly recruit talent needed to support new business accounts</li> </ul>	<a href="#">0:13</a>
<p>What are new competencies do HR professionals need now?</p> <ul style="list-style-type: none"> <li>● Business Acumen – understand how to read a P&amp;L</li> <li>● Listening and interpretation – understand the conversation</li> <li>● Strategic thinking – what will impact the long-term viability of the org?</li> <li>● Courage</li> </ul>	<a href="#">2:53</a>
<p>What unique challenges does M&amp;A present for managing people?</p> <ul style="list-style-type: none"> <li>● Change management</li> <li>● Communication</li> <li>● Anthem’s culture has benefitted significantly from M&amp;A</li> </ul>	<a href="#">5:26</a>
<p>What is HR’s role in creating a culture that encourages people to find M&amp;A as opportunities instead of threats?</p> <ul style="list-style-type: none"> <li>● HR is involved in due-diligence to find fit among talent and culture of the acquired org</li> <li>● Integration planning</li> <li>● Communication</li> </ul>	<a href="#">6:30</a>
<p>What is HR’s role in C-suite succession?</p> <ul style="list-style-type: none"> <li>● Anthem uses 9-box to measure performance and potential</li> <li>● HR must take the lead in success planning</li> <li>● HR creates targeted development programs for each individual</li> <li>● Look at future requirements of talent</li> </ul>	<a href="#">9:30</a>

**Discussion Questions:**

1. What lessons might an organization learn from M&A activities?
2. What competencies might HR professionals need if heavily involved in M&A activities?