

CHRO Conversation
Maersk - Lucien Alziari
Video Length- Part 1, 9:33

<https://www.youtube.com/watch?v=7Fngi6jIT6c&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJRjLu&index=>

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Topic	Time
What strategic challenges does Maersk face and how can HR help? <ul style="list-style-type: none"> ● Challenge: Fewer ways to compete and win ● Focus on Talent and people capabilities ● HR leaders are business leaders ● Build and use talent to compete in the marketplace 	0:27
What process/questions do you use to identify the talent strategy? <ul style="list-style-type: none"> ● Where to play? ● Why will that help to win? ● For strategy to be realized, think about how to differentiate from competition ● What capabilities are needed for talent to win? 	1:38
How do you help business functions compete through talent? <ul style="list-style-type: none"> ● Curiosity about the business/must develop own POV ● Listen & discuss among others ● Experience v POV- talent varies in what makes the business win 	3:15
What are the challenges with locating talent today? <ul style="list-style-type: none"> ● Raw ingredients: smart AND curious about the connection between business & people ● Develop that talent through experiences ● Business people 1st, then HR people 	4:40
What is HR's role in company changes (i.e. culture/reorg/etc.)? <ul style="list-style-type: none"> ● Consider the company-wide time, space, and expectations for an answer ● Continue to deliver on commitments ● Times of uncertainty: Communicate! ● When there is an answer: explain why it makes sense from employee & shareholder perspective ● Be clear about short-term performance expectations 	5:58
What responsibilities does HR need to own? <ul style="list-style-type: none"> ● Understand the needs of employees (i.e. surveys, feedback) ● Communications professionals play a role in messaging too ● HR often owns content & delivery of message 	8:36

Good quote at 2:27: "Talent is not a generic, talent is very much business defined, strategically defined"

Discussion Questions:

1. What are some of the ways HR can help the business win as identified by Lucien Alziari?
2. Is HR's role the same within one company? Why or why not?
3. What are some of the critical ways HR can help a company through change?

**CHRO Conversation
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Video Length Part 2 9:02**

<https://www.youtube.com/watch?v=umKPEnYYkBk&index=9&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJ>

[RjLu](#)

Topic	Time
<p>How is international HR different than HR in the U.S.?</p> <ul style="list-style-type: none">● HR varies by many things, including industry & region● Fundamentally, world class HR comes back to the same sets of questions, and beliefs, and approaches.● Culture & context different● U.S. believes in the individual● Generalizing is dangerous!● Business considerations/decisions vary by company● Different social contexts exist	<p>0:16</p>
<p>What is HR's role in C-Suite Succession?</p> <ul style="list-style-type: none">● Succession must be owned by HR● Succession is the highest form of talent management● Relationship between the Board & management important● CHRO needs to ensure there is:<ul style="list-style-type: none">○ A process for succession○ A profile of future success from the Board○ Board has access to external & internal talent○ Bring their own POV with balance about the talent● CHRO is unique as the honest broker for succession● Not a shared management team process: Owned by CHRO<ul style="list-style-type: none">○ Confidentiality, delicacy, carefulness, accountability	<p>4:12</p>

Discussion Questions:

1. What are some of the ways the decision making process may vary due to business considerations in Maersk as identified by Lucien?
2. Across what categories can HR vary (geography, industry, etc.)? What are some of the key differences that must be considered in HR amongst those categories?
3. What are some of the things a CHRO must ensure for successful C-Suite succession?