

CHRO Conversation

Duke Energy – Melissa Anderson

Video Length: 18:48

<https://www.youtube.com/watch?v=B1Oj4s52WQM&feature=youtu.be>

Topic	Time
<p>Where do you think HR can drive business success the most over the next four or five years?</p> <ul style="list-style-type: none"> • HR's future is embedded into every business aspect • Focus on human capital and its advantage to executing the strategy • Think about your talent, ensure you have the right people and talent • Focus on how human capital and digital capital work together 	<p>0:49</p>
<p>How do conversations about the strategies of other business functions become HR issues?</p> <ul style="list-style-type: none"> • Understanding what motivates people can be applied across business functions • Having the right talent to create products for each function is important 	<p>2:33</p>
<p>Is HR really outward facing?</p> <ul style="list-style-type: none"> • The internally facing facets of HR (pay, benefits, development) drive the value capture for corporations. 	<p>4:02</p>
<p>Describe what an executive leadership team is like. Is it really a team? Or a number of high performers that don't really make a team?</p> <ul style="list-style-type: none"> • In utopia it is a team that is aligned around the same goals and vision for the company. • In the best performing companies, ELT members are able to work together and have honest communication. • Should be a focus on employee experience, which is formed through leadership and leadership development. 	<p>5:04</p>
<p>Is it the CHRO's responsibility to develop the team aspect of an ELT?</p> <ul style="list-style-type: none"> • CEOs rely on the HR person to not only be a member of the team, but to be an outside observer of the team to advise the CEO on how to drive cohesiveness. • Brilliance comes from holding one another accountable. 	<p>6:42</p>
<p>What is the difference in strategy across industries from an HR leader perspective?</p> <ul style="list-style-type: none"> • The strategy plays out differently by the nature of the industry: IBM is very fast paced which lead to the threat of somebody else disrupting the company. • Leadership attributes can transcend industries but are weighted more heavily depending on which industry you are in. 	<p>10:13</p>
<p>Do you have thoughts on what we can do as a society to encourage female representation at the executive and board levels?</p> <ul style="list-style-type: none"> • If you want to advance diverse talent, you have to create a work environment that enables people to have families, have outside lives, and be comfortable. • 	<p>13:10</p>
<p>Is there a way to balance flexibility of work schedules with creating a culture that has people working together to be innovative and creative?</p> <ul style="list-style-type: none"> • There are products available to make working virtually together as team feasible, but it is an investment and commitment of the company to have those products. • Intentionality and deliberate action to be more inclusive must be driven by the company. 	<p>15:05</p>

<ul style="list-style-type: none"> • Create an awareness around what it takes as a leader to ensure you are creating an inclusive environment for your employees. • Hold managers accountable for diversity in their teams. • Measure their results. “What gets measured, gets done.” 	
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Discussion Questions:

1. In what ways can HR drive company culture?
2. How can managers balance a flexible work schedule with the need for in-person collaboration?
How have you managed it in your teams in the past?

Company	CHRO	Topics
Duke Energy	Melissa Anderson	Role of HR, Talent Management, Culture, Diversity