

CHRO Conversation

Ingersoll Rand—Marcia J. Avedon

Video Length 15:34

<https://www.youtube.com/watch?v=D8xTLJN3rIU&feature=youtu.be>

Topic	Time
<p>What do you think is the best opportunity for HR to contribute to business success going forward for the next 5 years?</p> <ul style="list-style-type: none"> • Talent and Culture • Sophisticated companies see culture as a way to differentiate themselves 	<p>1:11</p>
<p>Culture is discussed a lot more—do you have thoughts on why that is especially at the board and CEO level?</p> <ul style="list-style-type: none"> • Failures of culture have caused companies to discuss from a risk perspective • Companies have realized the advantage they can have using culture in their strategy 	<p>2:18</p>
<p>What do you see as your role in terms of driving culture?</p> <ul style="list-style-type: none"> • CHRO is a co-architect of driving the culture • Need to be part of the dialogue and have creative solutions ready and take it as a serious role 	<p>3:22</p>
<p>What can we do as a society to help women achieve leadership roles in business?</p> <ul style="list-style-type: none"> • Knowledge and practice sharing between companies • Start with the goal of reaching parity 	<p>4:07</p>
<p>What can the CHRO do to help the CEO transition into their new role?</p> <ul style="list-style-type: none"> • Be a trusted advisor to CEO • Ensure the CEO is spending enough time in areas they are less familiar • Understand the CEO’s relationship with the board 	<p>5:20</p>
<p>Is the Executive Leadership really a team or do the individual responsibilities outweigh this?</p> <ul style="list-style-type: none"> • Ingersoll Rand refers to their leaders as an Executive Leadership team and strive to work collectively on enterprise initiatives and goals • Most companies know that the interdependencies are important though the leaders will have their own roles they are responsible for 	<p>6:25</p>
<p>Can you identify characteristics that make Executive Leadership Teams more successful than others?</p> <ul style="list-style-type: none"> • Goal alignment • Must decide what are important for the team to accomplish together • Personal connections and relationships have an impact 	<p>7:15</p>
<p>Do you as CHRO do much to develop your Executive Leadership Team?</p> <ul style="list-style-type: none"> • Build development around a business opportunity or challenge • Best time for this is around change • Conscious and intentional on the CHRO’s part 	<p>8:17</p>
<p>What is HR’s role in a merger and acquisition?</p> <ul style="list-style-type: none"> • HR function is involved in all of the stages starting from portfolio review process 	<p>9:29</p>

<ul style="list-style-type: none"> • Must understand the strategic rationale • Due diligence process • Cultural integration • Specifically, in IR: <ul style="list-style-type: none"> ○ Both a spin off and a merger ○ Separation activities and merging activities ○ Using the opportunity to for the remaining climate business to see how they can re-invent themselves 	
<p>What can HR do to make or break in terms of the people during a process like this?</p> <ul style="list-style-type: none"> • Communication is crucial—give people the chance to ask questions • People want to understand the rationale • As soon as HR knows things, they should share with employees 	12:07

“Culture is more and more becoming at the forefront of CEOs and Board’s minds, both as a defensive and an offensive way of running a great company... The really sophisticated companies see it as an offensive way to really differentiate your company and really be the premiere company for all your stakeholders.”

Discussion Questions:

1. How might companies use culture for competitive advantage and as a component for strategy?
2. What talent factors must HR consider when going through a merger & acquisition?