

CHRO Conversation

Eaton Corp. – Ernest W. Marshall Jr.

Video Length: 21:09

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

Topic	Time
<p>You mentioned to our MHR students that HR is in the very best seat to really drive business success, can you say a little bit about what you mean by that?</p> <ul style="list-style-type: none"> <li>– HR has a unique vantage point on the business – HR observes leaders interact with others from a strategic standpoint and with that comes a responsibility to help drive change</li> <li>– HR plays a role in driving a culture that builds strategic success</li> <li>– Can build a relationship with a leader that is different and unique than others because of how HR experiences them within the organization</li> </ul>	<p><a href="#">0:31</a></p>
<p>Can you say a little more about what is really means to be in the seat driving business success and exactly why that is such a unique position as CHRO?</p> <ul style="list-style-type: none"> <li>– Access to the leadership team is important</li> <li>– Building the right relationship within the organization, those individuals, those leaders, will come to you to talk and gain your perspective</li> <li>– Having that input, generated from those relationships, affords a holistic vantage point on agenda topics, allowing you (the CHRO) to progress the meeting forward</li> <li>– HR can serve as the “glue” to help with relationships</li> <li>– Start by learning the business</li> </ul>	<p><a href="#">1:56</a></p>
<p>What does it mean that ‘culture can be a strategy’?</p> <ul style="list-style-type: none"> <li>– Culture is a company’s operating system: how you communicate, how you solve problems, how you work together</li> <li>– Cultivate a culture of respect and trust, provide employees the opportunity to agree and disagree respectfully to encourage individual participation and inclusivity</li> <li>– “Winning in the workplace is how you win in the marketplace”</li> <li>– Culture is leadership driven</li> </ul>	<p><a href="#">4:46</a></p>
<p>Is it part of your role as CHRO to ensure that leaders are modeling inclusive behaviors?</p> <ul style="list-style-type: none"> <li>– Absolutely, it is an act of kindness to coach others and that mindset should be encouraged amongst team members across all levels within an organization</li> <li>– Have an open question dialog: here is what I heard, here is what it meant, is that what you intended?</li> </ul>	<p><a href="#">8:02</a></p>
<p>Would you say that honesty and willingness to show vulnerability are characteristics of a really great executive leadership team?</p> <ul style="list-style-type: none"> <li>– “Vulnerability is one of the strongest acts of courage you can have. When you bring down the wall, allow people in, are comfortable not knowing, and can bring other people’s ideas to the forefront...that is one of the greatest leadership traits you can have.”</li> <li>– People want to work on a team that fosters great dialogue and conversation</li> </ul>	<p><a href="#">10:10</a></p>
<p>Can you say a little bit about HR’s role in joint ventures? Why is it so challenging? Why is it so important?</p>	<p><a href="#">11:11</a></p>

<ul style="list-style-type: none"> <li>– They are important to consider because competitive situations arise to where these partnerships are easier and make more sense than alternative solutions</li> <li>– They are challenging because it requires blending two different cultures together</li> </ul>	
<p>What are those key ways to get the critical skills that will make [students] most successful?</p> <ul style="list-style-type: none"> <li>– Be mobile early in your career</li> <li>– Get challenging roles</li> <li>– Ask to do things</li> <li>– Worry most about the skills you are acquiring, not necessarily the role title</li> </ul>	<a href="#">13:06</a>
<p>How important is courage for an HR leader? Where else is courage applicable?</p> <ul style="list-style-type: none"> <li>– Start with the premise, “I’m going to do what’s right; I’m going to do what a good person would do, but sometimes that might mean ‘standing in the gap’ of something that is not easy”</li> <li>– HR is often responsible for communicating information that others might not want to hear, but need to hear</li> <li>– “There is Human in Human Resources”</li> </ul>	<a href="#">15:44</a>
<p>If you help employees find their voice and understanding that they’re creating value, they’ll be less in need of capturing their own just for themselves. Can you say more about what that means to you?</p> <ul style="list-style-type: none"> <li>– Enter a situation with the mindset of identifying what is ‘right’ with it to give the idea that this employee has added value</li> <li>– With a mindset of identifying what is ‘wrong’, employees are forced to try and find the value for themselves and lose focus on creating value for the company</li> <li>– “It’s easy to pick things apart. It’s actually harder to start with what’s right about it.”</li> </ul>	<a href="#">18:46</a>

**Helpful Quote:**

“HR serves to be the voice of people in the organization who, at times, have something to say but don’t necessarily have the courage to do it.”

[1:28](#)

“Start by asking ‘how does the business win and how do we transform the business to get to our desired state’, then ask ‘what are the human resource implications that exist that I can help to foster and move that particular thing forward’.

[3:40](#)

**Discussion Questions:**

1. Why is it important to align HR efforts with business success?
2. Do you agree with the following quote from Mr. Marshall, “Vulnerability is one of the strongest acts of courage you can have. When you bring down the wall, allow people in, are comfortable not knowing, and can bring other people’s ideas to the forefront...that is one of the greatest leadership traits you can have.” Why or why not?
3. Apart from courage, what other competencies/characteristics do you believe would be successful for an HR leader?

<b>Company</b>	<b>CHRO</b>	<b>Topics</b>
Eaton Corp.	Ernest Marshall	Driving Business Strategy, Culture, Skill Development, Value Capture, Value Creation