

CHRO Conversation

West Pharmaceutical Services, Inc. - Annette Favorite

Video Length 22:44

https://youtu.be/_QYp-RMKSDk

| Topic | Time |
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| <p>Can you say a little bit about where you think HR might make the biggest difference in the next few years?</p> <ul style="list-style-type: none"> - Strategic workforce planning - Leadership development - Focus on employee experience | <p>1:13</p> |
| <p>How are you helping the company think about strategy and how are you helping everyone within the company stay in line with that strategy?</p> <ul style="list-style-type: none"> - Begins by understanding the vision of the business, where are we going and how will we begin to grow - Then, HR leaders work with the business leaders to define “how can we get from point A to point B” - Help employees understand what role they play in the strategy | <p>3:56</p> |
| <p>How do you go about getting employees to understand exactly how they fit in to the company?</p> <ul style="list-style-type: none"> - Defining and continually communicating what those strategic imperatives are in a way that is simple and explains how the work they [employees] are doing links to the overall strategic imperative | <p>5:30</p> |
| <p>What are some of the things HR can do to help develop leadership throughout the whole organization?</p> <ul style="list-style-type: none"> - Identify who the high potential employees are - Understand the skills/competencies that are needed to execute the business strategy - Give employees the experiences they need to grow - Identify the critical jobs in a company and establish a pipeline of talent to fill those roles - Encourage diversity amongst teams | <p>7:54</p> |
| <p>What should we be doing as a society/what can we be doing to make sure we are getting more women up to the C-Suite and on to Boards?</p> <ul style="list-style-type: none"> - Start early. Help young girls get a foundation of STEM to help them think critically as needed in a business - It is important for women to have a Profit & Loss experience - Businesses need to have that work life integration that is needed, providing the opportunity to leave the business, if needed, and be able to come back - HR leaders should work to dispel the biases that continue to exist | <p>9:53</p> |
| <p>Is relocation as important as it use to be, or is that become a bit of a loyalty test? How critical is the ability to relocate?</p> <ul style="list-style-type: none"> - The ability to relocate is critical to understanding what it means to be a ‘Global Leader” | <p>12:38</p> |

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| <ul style="list-style-type: none"> – Working in a global country, experiencing the culture, the behaviors, the norms, allows one to understand what it is like to be a leader for that region – If you want to progress to the C-Suite, international experience is very important | |
| <p>What does the CHRO do to help a CEO transition into the position?</p> <ul style="list-style-type: none"> – Help the CEO understand the landscape: <ul style="list-style-type: none"> ○ Understand the leadership team ○ Develop key relationships with certain stakeholders ○ Understand the board – Provide feedback to that CEO of how he or she is being perceived | 13:47 |
| <p>Is an Executive Leadership Team actually a team? If yes, what can the CEO and CHRO do to really help develop that team?</p> <ul style="list-style-type: none"> – ELTs are a group of high performing individuals that can be truly effective as a team when they come together, align to the business mission and strategy, have mutual respect and trust in one another, and can collaborate well – These teams need to assess themselves on a regular basis – As an individual on this team, you have to be vulnerable. Be able to open up and receive feedback from someone else | 16:09 |
| <p>Is there anything that can be done to help people be better prepared to be CHROs?</p> <ul style="list-style-type: none"> – Employees with the potential to serve as CHRO should receive mentoring from company leaders – Give them experiences – stretch assignments, exposure to the board – Coach and develop | 18:31 |
| <p>What can HR do to really affect culture and what you need to be thinking about if you're trying to make changes within a strong culture?</p> <ul style="list-style-type: none"> – Ensure understanding of the culture you are trying to cultivate | 20:18 |

Helpful Quote:

“If you don’t have the people that are driving [the company strategy}, you are not going to get anywhere.”

[4:54](#)

Discussion Questions:

1. What competencies/characteristics make an employee a “high performer”?
2. Describe what you feel are best practices for providing feedback to peers/leaders. What about those practices make them effective?

| Company | CHRO | Topics |
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| West Pharmaceutical Services, Inc | Annette Favorite | Change Agent, Leadership Development, Succession Planning, Strategic Alignment |