CONTENTS

The Authors vii

1 The Evolving Chief Human Resource Officer 1
   Patrick M. Wright, Paul McKinnon, Richard L. Antoine, Elizabeth “Libby” Sartain, John W. Boudreau, David A. Pace

PART ONE: TODAY’S CHIEF HUMAN RESOURCE OFFICER 13

2 Perform! Don’t Run! 15
   J. Randall MacDonald

3 The Art and Science of the CHRO Role 23
   Eva Sage-Gavin

4 ETG 32
   Richard L. Antoine

5 Roles and Challenges of the CHRO: Results of the Cornell/CAHRS CHRO Survey 40
   Patrick M. Wright, Mark Stewart

PART TWO: THE CHRO AS STRATEGIC ADVISOR AND TALENT ARCHITECT 55

6 Leadership and Employee Engagement: A Positive Synergy at Caterpillar 57
   Sid Banwart

7 Four Steps to World-Class Talent Management 71
   L. Kevin Cox
Contents

8 Retooling HR and Avoiding the Service Trap: How Proven Business Models Offer Untapped Potential for Strategic Talent Decisions 83
  John W. Boudreau

9 The CHRO as Cultural Champion 93
  Michael L. Davis

10 When Crisis Calls 99
  Laurie Siegel

11 Doing HR’s Business with the Government 107
  Ian Ziskin

Part Three: The CHRO as Counselor/Confidant/Coach 117

12 Who Do You Really Work For? Serving Multiple and Often Conflicting Constituencies as CHRO 119
  David A. Pace

13 Partnering with the CEO 130
  Elease E. Wright

14 Forging Effective Relationships with Your Boss and Colleagues 137
  Pamela O. Kimmet

15 What Do You Stand For? 146
  Elizabeth “Libby” Sartain

16 Great Leader or Just a CEO? Insights on CEOs from the Perspective of CHROs 155
  Patrick M. Wright, L. Kevin Cox

Part Four: The CHRO as Liaison to the Board of Directors 169

17 Working with the Board of Directors 171
  Bill Rosner

18 CHROs and Boards: A Missing Link 183
  Edward E. Lawler III
The Role of the CHRO in Managing Executive Compensation
Charles G. Tharp

How to Be a High-Performing CHRO in the Executive Compensation Arena
Ursula O. Fairbairn

PART FIVE: THE CHRO AS LEADER OF THE HR FUNCTION

Making a Difference in the First 100 Days
Ken Carrig

Delivering Results with a Global HR Team
Hugh Mitchell

Experiences as a New CHRO in a New Industry
Mirian M. Graddick-Weir

Designing an Integrated HR Function: What the CHRO Needs to Know
Amy Kates, John W. Boudreau, Jay Galbraith

HR for Impact
Sandy Ogg

PART SIX: CHARACTERISTICS OF TODAY’S CHRO

Preparing CHROs to Exceed CEO Expectations
Dave Ulrich, Ellie Filler

Delivering Global Talent in a High-Velocity World: What CEOs Look For in a CHRO
James Bagley

What Does Today’s CHRO Look Like? Demographic Characteristics of CHROs at the World’s Largest Companies
Patrick M. Wright, Mark Stewart

Bringing It All Together: The Four Knows of the CHRO
Patrick M. Wright

Index