

# *Getting The C-Suite's Attention*

## **7 Strategies For Transforming From HR Leader to Business Leader**

#SHRM15

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A photograph of the Earth as seen from space, showing the Western Hemisphere with North and South America. The planet is set against a dark, star-filled background. A horizontal orange banner is superimposed across the middle of the image, containing the text "The World Is Changing" in white, bold, sans-serif font.

**The World Is Changing**

A view of Earth from space, showing the planet's curvature and the blue oceans, green landmasses, and white clouds. The background is a dark, starry space. A horizontal banner with a gradient from orange to blue is overlaid across the center of the image, containing the text "The World OF HR Is Changing".

**The World OF HR Is Changing**

# CEO TOP CHALLENGES



# CEO TOP CHALLENGES

2015

2014

2013

2012

HUMAN CAPITAL

HUMAN CAPITAL

HUMAN CAPITAL

Innovation

Innovation

Customer Relationships

Operational Excellence

HUMAN CAPITAL

Customer Relationships

Innovation

Innovation

Political/Economic Risk

Operational Excellence

Operational Excellence

Customer Relationships

Government Regulation

Sustainability

Corporate Reputation

Political/Economic Risk

Global Expansion



1

# **WORKFORCE PLANNING**



Workforce planning is the process that provides strategic direction to talent management activities to ensure an organization has **the right people in the right place at the right time and at the right price** to execute its business strategy.



**challenge**



A man in a dark suit and blue tie is pointing his right hand towards a network diagram. The diagram consists of numerous circular icons, each containing a white silhouette of a person. These icons are interconnected by thin white lines, forming a complex web. The background is a warm, orange-toned wall with a subtle grid pattern. In the top right corner, there is a green rectangular box with the word 'action' in white. A blue horizontal banner is positioned across the middle of the image, containing white text.

**action**

**Identify critical roles & talent  
within the organization.**



action

**Identify shortages of qualified talent  
to fill critical roles.**



**action**

**Determine  
Build, Buy or Borrow.**



2

# ATTRACT & RECRUIT



A group of men in a physical struggle, holding large wooden logs, representing a challenge. The men are dressed in rugged, primitive-style clothing. One man in the center has blue face paint and a red tunic, shouting with his mouth wide open. Other men around him also show expressions of intense effort and strain. The scene is filled with the texture of wood and the intensity of human conflict.

**challenge**

**the war for talent...**

# challenge

**A projected shortfall of up to 18 million skilled workers will exist in advanced economies by 2020.**

Talent Tensions Ahead: A CEO Briefing, McKinsey Global Institute, McKinsey & Co.



## Think Like a Job Seeker:

action

70% - Run a Google Search

55% - Check out the Company website

**Only 4% of job seekers start their job search  
with a specific company in mind**

48% - Ask friends for recommendations

40% - Search ratings sites such as Glassdoor, Yelp, etc.

40% - Check out the Company's Facebook presence

36% - Follow the Company on Twitter

## Top Attraction Drivers:

Base Pay/Salary

Job Security

Career Advancement Opportunities

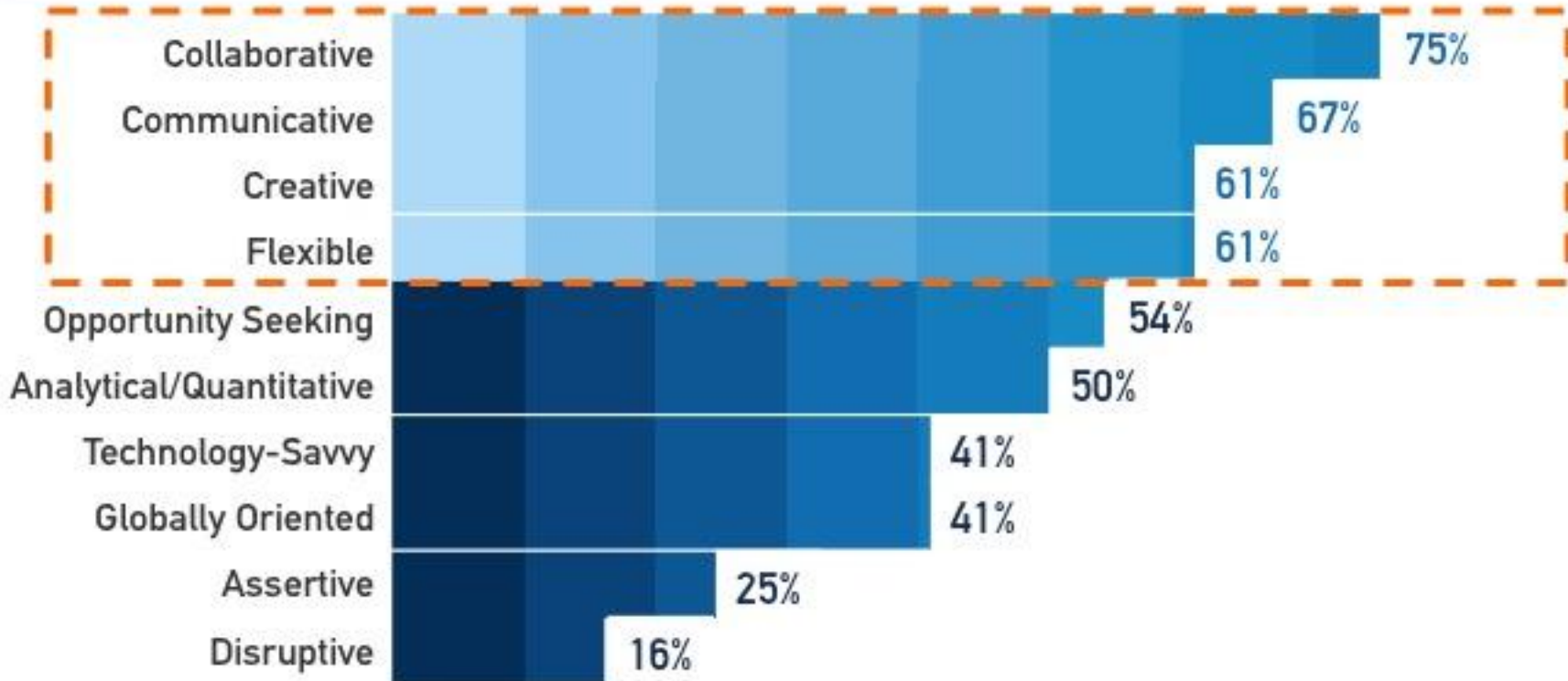
Learning and Development Opportunities

Challenging Work

Organization's Reputation as a Good Employer

Vacation/Paid Time Off

## Critical Traits for an Employee's Future Success:





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# RETAIN KEY EMPLOYEES



# challenge

## % of Employees Looking for a Job:





action

42%

would stay with their current  
company for the prospect of  
**job advancement or  
promotion.**

## Benefits Matter:

action

	Satisfied with Benefits	Very dissatisfied with Benefits
I am very satisfied with my job	70%	23%
I have no plans to leave my current employer	59%	38%



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# DEVELOP FUTURE LEADERS



A close-up photograph of a man in a dark suit jacket, white dress shirt, and black bow tie. He is adjusting the bow tie with both hands. The background is a plain, light grey color.

**challenge**

**65%**

**of organizations  
don't have a formal process  
to identify & grow the talent that  
they need.**

action



6% - 9%

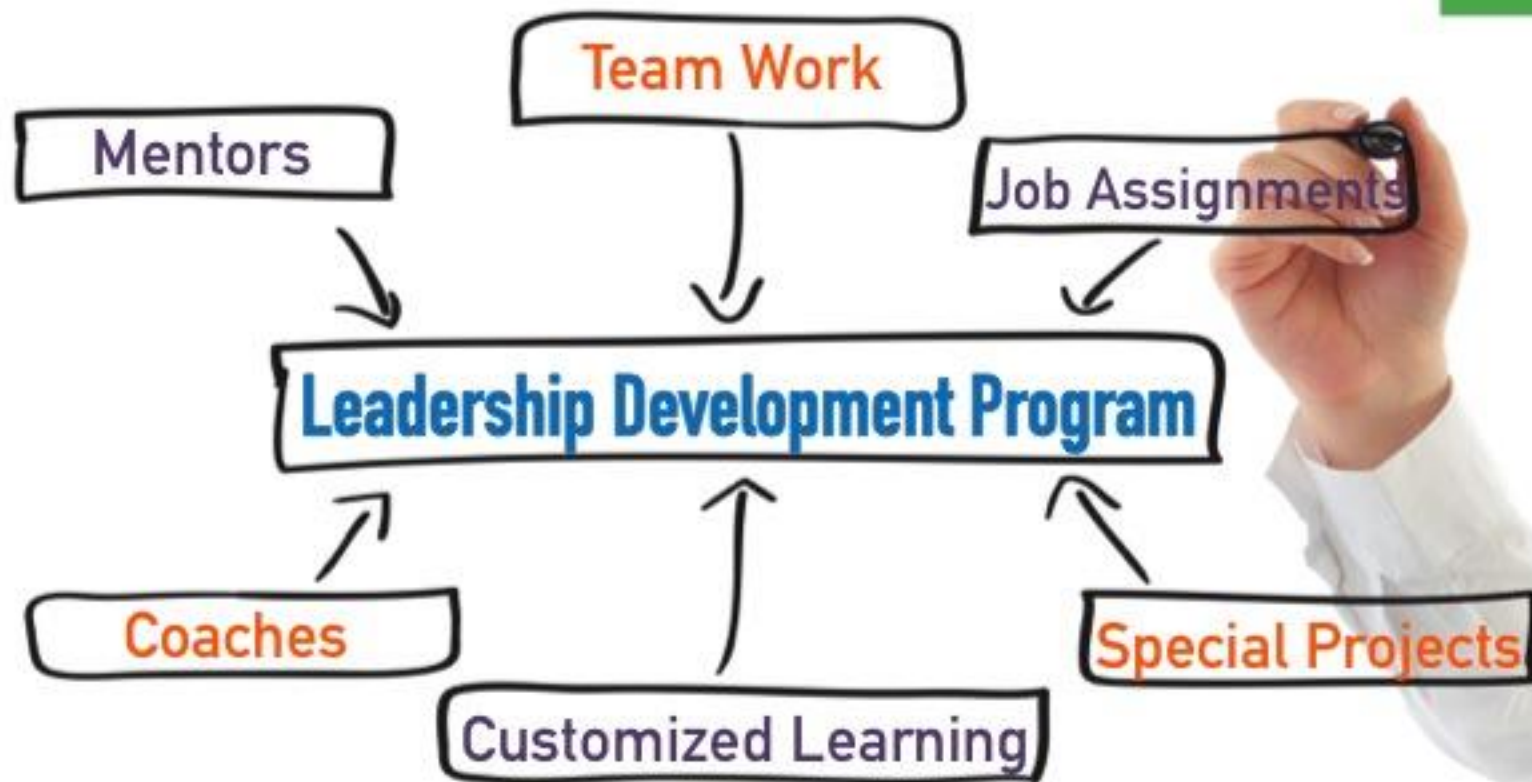
of employees fall into the  
**high potential** category.



action

“People often describe certain individuals as ‘natural-born leaders’, but **the truth is that business leaders are made, not born** - shaped through the assignments they receive and the experiences they have.”

action





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# IMPROVE ENGAGEMENT



# challenge

## % of Engaged Employees:



action

## % of Engaged Employees:



action

## % of Engaged Employees:

Highly Engaged

24%

“Bad is stronger than good. Getting rid of bad people is probably even more crucial than bringing in great people.”

Bob Sutton – Fast Company Magazine – March 2012

Actively Disengaged

17%



action



"The **single highest driver of engagement** is whether or not workers feel their managers are **genuinely interested** in their wellbeing."



6

**CREATE A GREAT  
PLACE TO WORK**





GREAT  
PLACE  
TO  
WORK®

“A great place to work is one in which you **TRUST** in the people you work for, have **PRIDE** in what you do and **ENJOY** the people you work with.”

Robert Levering – Great Place To Work® Institute

# challenge



**73%**

of employees looking to leave  
their current employer  
do not have trust in their  
corporate leadership.

A silhouette of a person climbing a cliff against a sunset sky. The person is on the left side of the frame, and the cliff face is dark against the bright, orange and yellow sky. The overall scene is inspirational and suggests achievement and action.

**action**

**Act** in alignment with Core Values.

**Communicate** honestly.

**Link** work to a larger purpose.

# COMMUNICATE LIKE AN EXECUTIVE

make decisions



sell it baby!



# Speak the language



# learn how to negotiate



# always bring data



“There is a great need for talented HR professionals who **understand business strategy** and are able to **use data about talent management to impact organizational effectiveness.**”

**TAKE ACTION**



# Business Leader



# HR Leader

**THANK YOU!**

**Jennifer McClure**

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