

PALMER QUADE
CONSULTING

RUNWAY TO ROCK STAR

HR as a Pathway to CEO:
Imagine Your Career from a New Perspective

April 30, 2019
Nikki Palmer-Quade
MMSHRM Spring Conference

1

*** WARNING**

zero judgment

uplift HR

imagine new possibilities

2

Session Overview


- Introductions
- HR as a pipeline to CEO: research
- 5 CEOs with HR backgrounds
- 12+ career growth ideas
- Polling & Input

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Introductions



1. Connect with someone new
 2. Introduce yourself
 3. Share a career aspiration



2 min

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Career Goals



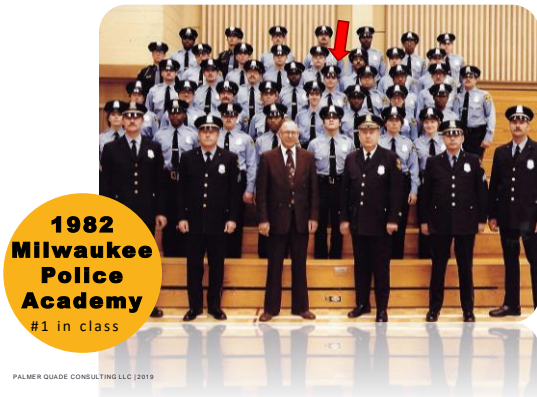
2 VOLUNTEERS
 share
 a compelling career goal
 you heard?

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In brief...

MY PATH

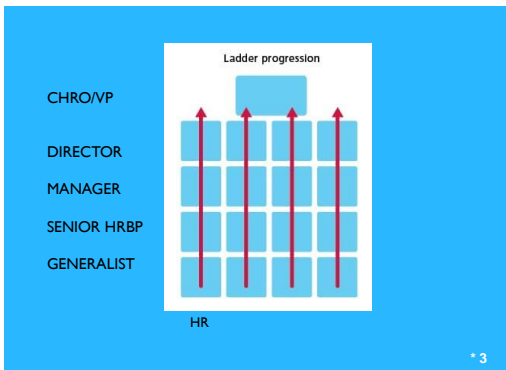
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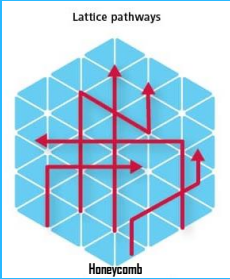


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Lattice pathways

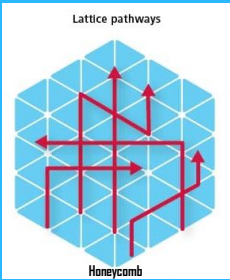


- PRESIDENT
- ADMIN
- ACCOUNTING
- SALES & MARKETING
- FIELD OPERATIONS
- HR

* 3

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Lattice pathways



- LEADERSHIP COACHING
- LEARNING FACILITATION
- HIGHER ED & CORPORATE
- LEADERSHIP DEVELOPMENT
- STRATEGY & LEADERSHIP TRANSITION

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 What if ...

Experienced Female Coach or Mentor 

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POLL

1. Open a browser on your smartphone
2. Go to **slido.com**
3. Enter the event code **#SHRM**

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Where is HR in the business leadership pipeline?

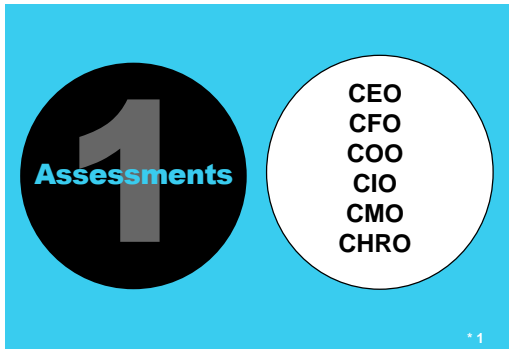
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RESEARCH

Korn Ferry & University of Michigan

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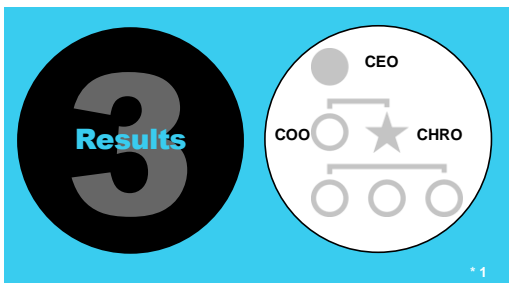


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Leadership Trait Mapping



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Who here personally knows a **CFO or COO** who was promoted to the top job?



19

Who here personally knows an **HR executive** who was promoted to the top job?



20

HR Executives



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Researchers
Ellie Filler
Dave Ullrich

“The challenge for CHROs is to...acquire
**sufficient technical and
financial skills,**
in early education and in career steps along
the way, if succession to CEO is a desired
outcome..” * 1

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“If your VP of Human Resources isn’t on
your shortlist of CEO candidates,
something’s wrong.
Either you’re locked into
an outmoded way of thinking
and/or you have the wrong person heading
up that vital function.”
- Jeff Hyman, Forbes Contributor * 8

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**CEOs with HR
Background** * 2

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Lisa Weber
President, MetLife

- BA, State University of New York at Stony Brook
- 7 years HR
- 3 years CAO
- 6 years President
- Currently at Deloitte

25

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Lisa Weber
President, MetLife

“What is important is that you demonstrate that you can learn the business regardless of whether you’re in the business. Figure out how what you do every day connects to the bigger picture. If you do HR for HR’s sake, you’ll continue to keep working on those file cabinets.”

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Mary Barra
CEO, General Motors

- BSEE, Electrical Engineering Kettering University
- MBA, Stanford
- 14 years Engineering & Manufacturing Roles
- 5 years Communications & Exec Assistant
- 2 years HR
- 3 years Global Product Development

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Mary Barra
CEO, General Motors

"If we win the hearts and minds of employees, we're going to have better business success."

* 6

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Nigel Travis
CEO, Dunkin' Brands

- BBA – Middlesex University
- 20 years HR
- 3 years Operations Director Burger King
- 10 years COO Blockbuster
- 10 years CEO Dunkin' Brands

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Nigel Travis
CEO, Dunkin' Brands

"I ran Europe, the Middle East and Africa for Burger King. At the time I didn't know one end of a balance sheet from another. But my people skills got me through. The lesson there was, don't be afraid to say what you don't know and don't be frightened to be ignorant about something."

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Anne Mulcahy
CEO, Xerox (retired)
Board of Directors, J&J

- BA – English & Journalism, Marymount Manhattan College
- 16 years Field Sales
- 3 years HR
- 2 years Customer Operations
- 10 years President & CEO

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Anne Mulcahy
CEO, Xerox (retired)

“I was never groomed to be CEO of Xerox. It was a total surprise to everyone, including myself.”



Ursula Burns

* 6

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Anne Mulcahy
CEO, Xerox (retired)

“A great HR sensibility and skillset are going to be even more critical tomorrow. Successful businesses always have to create some strategic differentiation. It’s becoming harder and harder to distinguish yourself in product, technology, or process. So much of the opportunity in the future—even more than today—will be based on the calibre of people.”

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Bernard Fontana
CEO, Avera

- Engineering Degrees - ENSTA ParisTech & École Polytechnique
- 3 years HR
- 10 + years Engineering & Operations
- 7 years CEO

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Bernard Fontana
CEO, Avera

"The ultimate responsibility of CEOs is to make sure that what they initiate will continue and that they develop the men and women who will carry on the work. So for me, it's very logical to have former CHROs as CEOs, because they have experience developing people."

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Reflection

- Partner up
- Share your thoughts
- Key takeaway?



2 min

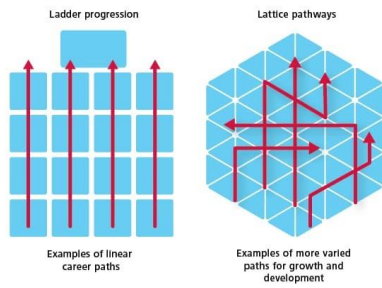
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SHARE

Key takeaway



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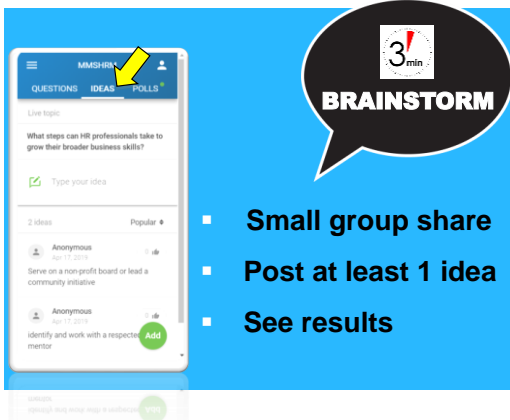
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IN PRACTICE



What steps can you take to bolster your own business skills? Or those of your team?

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- Small group share
- Post at least 1 idea
- See results

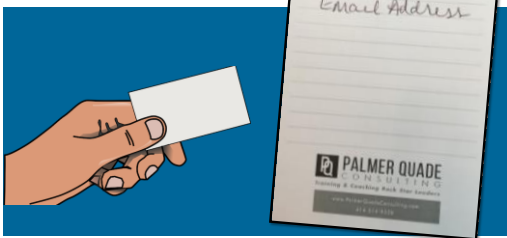
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Elevate HR



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PowerPoint, Poll Results & Handouts



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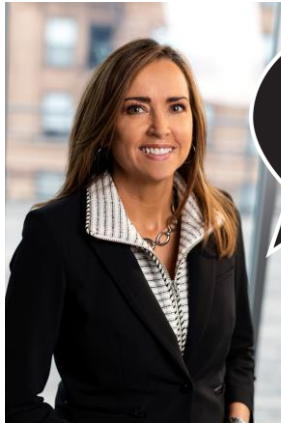


Please take several drink coasters on your way out the door!



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