### CHRO Conversation

**West Pharmaceutical Services, Inc. - Annette Favorite**

**Video Length 22:44**

[https://youtu.be/_QYp-RMKSDk](https://youtu.be/_QYp-RMKSDk)

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| Can you say a little bit about where you think HR might make the biggest difference in the next few years?  
  - Strategic workforce planning  
  - Leadership development  
  - Focus on employee experience | 1:13 |
| How are you helping the company think about strategy and how are you helping everyone within the company stay in line with that strategy?  
  - 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 | 3:56 |
| How do you go about getting employees to understand exactly how they fit in to the company?  
  - 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 | 5:30 |
| What are some of the things HR can do to help develop leadership throughout the whole organization?  
  - 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 | 7:54 |
| 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?  
  - 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 | 9:53 |
| 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?  
  - The ability to relocate is critical to understanding what it means to be a ‘Global Leader” | 12:38 |
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.

What does the CHRO do to help a CEO transition into the position?
- Help the CEO understand the landscape:
  - 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

Is an Executive Leadership Team actually a team? If yes, what can the CEO and CHRO do to really help develop that team?
- 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

Is there anything that can be done to help people be better prepared to be CHROs?
- 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

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?
- Ensure understanding of the culture you are trying to cultivate

Helpful Quote:

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

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?

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