

CHRO Conversation  
The Home Depot - Tim Hourigan  
20.29

<https://www.youtube.com/watch?v=SV2iosAFIb0&feature=youtu.be>

Topic	Time
<p>The language of business is finance</p> <ul style="list-style-type: none"> <li>● Understand business partner issues</li> <li>● Financial aspects of a decision impact the business</li> <li>● Bring financial understanding to HR to support initiatives</li> <li>● Translate HR to business-speak, and business-speak to HR</li> </ul>	<a href="#">1:42</a>
<p>Benefit of HR experience for running a business</p> <ul style="list-style-type: none"> <li>● Understanding people is a critical component of business model</li> <li>● Not a nice to do, a need to do</li> <li>● The people make it or break it</li> </ul>	<a href="#">3:27</a>
<p>How can new HR leaders learn to be good translators</p> <ul style="list-style-type: none"> <li>● Ask question about the business</li> <li>● Think about the business before coming forward with HR solutions</li> <li>● Start staff meetings but talking about the business</li> <li>● Spend time on the front-line</li> </ul>	<a href="#">4:45</a>
<p>Developing and sustaining Home Depot's culture</p> <ul style="list-style-type: none"> <li>● Each leader's job is to nurture and avoid doing things that negatively impact culture</li> <li>● Inverted pyramid (leadership model) <ul style="list-style-type: none"> <li>○ Remove obstacles</li> <li>○ Ask questions to learn rather than be directive</li> <li>○ Address issues that make it easier for the levels above you to do their jobs better</li> </ul> </li> <li>● Value wheel (decision making model) <ul style="list-style-type: none"> <li>○ Use when thinking through decisions</li> </ul> </li> </ul>	<a href="#">9:35</a>
<p>CHRO role vs. other c-suite executive roles</p> <ul style="list-style-type: none"> <li>● All members of the business team</li> <li>● Be business people first and functional leaders second</li> <li>● Be the associate advocate</li> <li>● Fill role of player and coach: you're on the team, but must also observe how the team is playing together</li> <li>● Foster humility and build trust</li> </ul>	<a href="#">12:35</a>
<p>Achieving 25-30% female board of directors</p> <ul style="list-style-type: none"> <li>● 85% of home purchasing decisions are made by women</li> <li>● Board members have a great network</li> </ul>	<a href="#">16:55</a>

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| <ul style="list-style-type: none"><li>● Look for similarly-minded individuals<ul style="list-style-type: none"><li>○ Cultural fit</li><li>○ Humility, trust</li><li>○ Business expertise</li><li>○ Love of the home improvement and retail space</li></ul></li></ul> |  |
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**Helpful Quotes:**

1. [1:56](#) "As an HR professional, you have to be able to understand how the HR initiatives impact the business"
2. [2:46](#) "We speak German, and we're really good at German, but we're working in Italy. So, if we try to speak German to the Italian business partners, they look quizzically - like 'what are you talking about?' I think first we have to understand the Italian language, and then we translate our German into Italian, which then resonates better with the business partner."
3. [12:56](#) "The thing that differentiates me...is that I've got a tool kit of HR tools. The CFO, she may have a toolkit of financial tools...but all of us are business people first, and functional experts second."

**Discussion Questions:**

1. Describe the importance of spending time in the store as a sales associate upon becoming an HR representative at Home Depot. What benefits could doing so have on HR and the business?
2. What methods do you believe can proactively foster humility and build trust in executive leadership team?