

Understanding the Top Seat: The Modern CHRO Role & Strategies for Success



Cornell University
ILR School
Center for Advanced Human Resource Studies



Session One | Reality Check

Building a more complete understanding of the CHRO role, specifically looking at what sets it apart from those roles reporting into it.

Day 1

Eva Sage-Gavin, EVP HR and Communications, Gap, Inc.
"TALES OF A CHRO—INSIGHTS LEARNED ON THE JOB"

Dave Pace, retired EVP, Partner Services, Starbucks, Inc.
"NOW THAT YOU'RE AT THE TOP, WHO DO YOU REALLY WORK FOR?"

Dinner Speaker - Lee Dyer, Professor of HR Studies and Department Chair, Cornell ILR School

Day 2

Ken Carrig, EVP HR and CAO, Sysco Corporation
"THE FIRST 100 DAYS AS A NEW CHRO: ASSESSMENT AND IMPLEMENTATION"

Elease Wright, EVP HR, Aetna
"HR LEADERSHIP IN THE 21ST CENTURY: SUCCESS IS NOT THE END GAME"

Patrick Wright, William J. Conaty GE Professor of Strategic HR, Cornell ILR School
RESEARCH ON THE CHRO ROLE: WHAT'S IMPORTANT, AND WHAT TO BE PREPARED FOR

J. Randall MacDonald, SVP HR, IBM Corporation
"DON'T RUN, PERFORM"

Session Two | Handling the Board & Leading the HR Function

Drill down into the most sensitive aspects of the CHRO role, focusing on executive compensation, roles and relationships with the Board, and successfully managing the CEO relationship.

Day 1

Bill Conaty, retired Senior Vice President Corporate Human Resources, General Electric
"THE FUTURE OF HR"

Howard Behar, retired Director and former President, Starbucks International
"IT'S NOT ABOUT THE COFFEE"

Andrew Esparza, Senior Vice President, Human Resources, Dell, Inc.
"IF I KNEW THEN WHAT I KNOW NOW: LESSONS LEARNED IN THE FIRST 18 MONTHS IN THE TOP SEAT"

Day 2

Bill Rosner, CHRO, PNC Financial Services and Rick Kelson, PNC Director
"DEALING WITH THE BOARD OF DIRECTORS"

Pamela Kimmet, Senior Vice President of Human Resources, Coca-Cola Enterprises Inc.
"BUILDING STRONG RELATIONSHIPS WITH THE EXECUTIVE LEADERSHIP TEAM"

Charlie Tharp, Ph.D., President, NAHR and former EVP, Human Resources, Saks Incorporated
"UNDERSTANDING EXECUTIVE COMPENSATION"

Day 3

John Murabito, EVP, Human Resources and Services, CIGNA & Ed Hanway, CEO, CIGNA
"CHANGING THE CULTURE, BUILDING THE BUSINESS... A REAL-WORLD VIEW OF THE CEO/CHRO PARTNERSHIP"

L. Kevin Cox, EVP, Human Resources, American Express Company & John Cahill, Operating Partner, Ripplewood Holdings
"TOP CHAIR HR—THE SECOND LONELIEST JOB ON THE PLANET"

Patrick M. Wright, Ph.D., Program Leader
PROGRAM WRAP-UP & NEXT STEPS