HOW HR CAN HELP THE C-SUITE

To earn a place on the board, as well as develop their own skills, human resources directors must add significant value to the roles of other C-suiters

02 CHIEF OPERATING OFFICER

The chief executive (CEO) expects the human resources director (HRD) to focus on the business, not the people agenda. They must understand the business and bring the experience of their own sector to their role. They should be able to speak the language of the finance function, not just in terms of cost-cutting and productivity, but HR can make an impact with the COO, adds Mr Pickering. “If you can demonstrate the link between the value of a person and the useful and right people, then you can make an impact with the COO.”

03 CHIEF MARKETING OFFICER

Some 80 per cent of finance and HR professionals reported that HR practices are often based on outdated psychology and modern marketing approaches can be leveraged to improve employee engagement and the overall employee journey. “Marketing is concerned with branding of product and service, and HR with the employer as brand, and there is a growing importance today of HR professionals in helping organisations think about how they can market themselves to their employees,” says Dr Steve Foster, head of business consultancy at the London-based NGA Human Resources.

04 CHIEF TECHNOLOGY OFFICER

“The chief executive (CEO) expects the HR and marketing function to be involved in the board meetings, says Jean Tirole, the economic theory laureate and director of the Center for Economic Policy Research. “The HR function needs to be well versed in the CTO and the CIO’s language, so they can work together on the business and people agenda.”

05 CHIEF FINANCIAL OFFICER

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The key to success is to understand the relationship between the human and the digital economy, says Dr Foster. “The human and the digital economy are not separate, they are intertwined.”

01 CHIEF EXECUTIVE

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