

# The CHRO Playbook



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SEARCH

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# Introduction

## **Congratulations on your new role as CHRO!**

You have been preparing for this moment for years, and we want to offer guidance to help you surpass your expectations as a leader. Throughout our decades of commitment to the HR function, we have witnessed significant progress in the value HR Leaders bring to organizations.

The reality is that many first-time CHROs may not be fully aware of the challenges ahead of them. The record of success in having a long-tenured experience is a challenging one.

We want to help you thrive in your new role, and this is one way for us to give back to HR professionals who have supported us over the years.



[Meet Our Team](#)

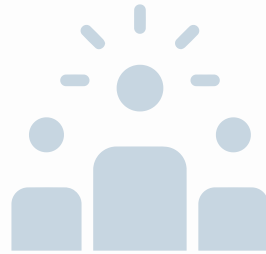


# Purpose

We developed this playbook to offer crucial guidance for those new to this level of responsibility. It is not an exhaustive tool, but rather a highlight of critical areas.



**Your Mindset**



**Thought Leaders**



**Resources**

We assume that you were brought in as a Strategic Partner. This playbook is tailored for CHROs who hold a position on the Executive Leadership Team (ELT) and report directly to the CEO with ample exposure to the Board of Directors.



# 6 Success Modules

1

## Preparation

You are presented with a remarkable opportunity that comes with its own set of challenges. Allow us to offer some valuable suggestions from individuals who have come before you.

2

## Operating in The C-Suite

It can be a bit lonely at the top. As a leader, your decisions carry immense weight and can shape the organization's future. It is absolutely critical to establish the Right Priorities and foster a culture of effectiveness to drive success.

3

## Your "SPP" Strategy

Having the right Systems, Processes, and People is what can provide the efficiency and effectiveness to achieve your organization's business goals.

4

## An HR Business Partner Model that Delivers

We offer a solution to elevate your HR Business Partner function to a higher level of performance. We are ready to support you.

5

## Branding & Communications

We live in a highly interconnected and transparent world. It is imperative to have a deep understanding of how to effectively leverage the available opportunities.

6

## Leveraging Those Who Have Been There

Harness the expertise of individuals who have already faced comparable challenges. Utilize their achievements.

## Module 1

# Preparation



*I don't really think about the degree of difficulty or the possibility of making a mistake. I just try to relax and let my **preparation** and training take over.*

**Simone Biles**

### Creating your Vision for Impact

- Plan to spend an extensive amount of time in the entire business to gain a comprehensive understanding of how your company operates at all levels. Obtain a pulse of the people's buy-in and engagement level.
- Schedule time with the CFO to walk you through the financial statements of the business and obtain a comprehensive understanding of the business's performance. Developing a strong relationship with this individual is crucial to obtain their viewpoint of what's working and what's not.
- Deliver the CEO an initial Executive POV (point of view). No need to make drastic moves until you have a clear understanding of what is important to them.
- Build trust by listening and understanding the nuances of the organization. This may be different than what you heard in the interview process.

## Why This Matters

[CHRO as Growth Executive, Accenture](#)

[Voice of the CHRO, Brian Heger](#)

[Learning to Read Income Statements, HBR](#)

[Resources to New-To-Fole Chief HR Officers, Gartner](#)

## Resources & References

[9 Ways to Make your Mark in a New CHRO Role, Gartner](#)

[5 Things to do before New Role, Strategic CHRO 360](#)

[What's a new CHRO to do now, Bill Allen, CEO Works](#)



## Module 2

# Operating in the C-Suite

Your priority is to ensure the Executive Leadership Team (ELT) has what is needed to achieve their business outcomes.

Dave Ulrich has been an exceptional leader in the HR community for several decades. His extensive research has led him to the conclusion, “HR is not about HR.”



A simple and effective tool is provided by ghSMART in their leadership success book, Power Score. Ensure your organization has the Right Priorities, People, and Teamwork for success.

You are to be a “businessperson” 1st.

What role will you and your team play in helping your company succeed in the marketplace?

## Why This Matters

[New Talent Landscape for CEO & CHROs, Talent Insights](#)

[Secrets of Strategic CHRO, ChiefExecutive.net](#)

[What makes a CHRO great, CEO Works](#)

[CHRO to CEO, Forbes](#)

[Why HR Chiefs are reaching the Corner Office, Strategy+Business](#)

## Resources & References

[How HR Leaders have redefined their C-Suite Role, Strategy+Business](#)

[How is the CHRO Role Changing, McKinsey](#)

[Welcome to the C-Suite - HR Exchange Network](#)

## Module 3

# Creating Your “SPP” Strategy



*In our rapidly evolving business landscape, the profound influence of technology is unmistakable. The success of High Performing Teams hinges on the formulation and execution of a robust SPP Strategy – encompassing **Systems, Processes, and People**.*

*An example of a game-changing technology is MeBeBot. Learn how to free up your HR team to do strategic work.*

*The Talent Strategy Group, led by Marc Effron, is a global innovator of efficient processes. By having effective and efficient systems and processes, you will attract and retain exceptional People, a workforce that mirrors the excellence of strategies.*

**Joe Gonzalez, BCA**

Prepare and articulate a concise Strategic Plan (30, 45, 60, 90 days, Year One) after gaining insights and clarity from your C-Suite. Focus on aligning your HR Team with CEO objectives through talent assessments, acquisition strategies, and a branding initiative.

The success of your plan depends on your **SPP Strategy**.

Do you have the requisite **S**ystems, the necessary **P**rocesses, and the right **P**eople to achieve/exceed your objectives?

Your company's success will be significantly advanced by enhancing your organizational capabilities, which the **SPP** method drives. You will achieve a significantly higher level of efficiency and effectiveness which will inevitably lead to increased productivity and higher ROI on this investment.

## S Systems

Having the right technology can provide significant ROI. It can also be extremely frustrating to get right. Systems must be well integrated, easy to use, and provide quick access to data needed.

## P Processes

Be careful not to over-engineer. A significant amount of time and resources can be wasted needlessly. Focus on what really matters and makes a difference.

## P People

To attract and retain top people it is imperative to operate efficiently and effectively. Support your people with smart and relatable resources that provide value and don't waste their valuable time.

## Why This Matters

[\*Evolving the CHRO role in a rapidly changing world of work, Mercer\*](#)

[\*Your CEO's Next Email, Talent Strategy Group\*](#)

## Resources & References

[\*Why CEOs need a Great CHRO now more than ever, Strategic CHRO 360\*](#)

[\*The New Possible: How HR can build the organization of the future, McKinsey\*](#)

[\*Adopting AI in the Workplace, Bennet Snug, MeBeBot\*](#)

## Module 4

# Preparing Your HR BP Model

*In discussions with CHROs, a prevailing concern emerges - the perception that HR Business Partners are falling short of meeting client expectations. 3 Steps to rectify this critical dilemma?*

Joe Gonzalez, BCA

### 1 Step 1

Have the HRBP clients assess them in two critical areas:

- business acumen
- ability to influence

### 2 Step 2

Invest only in the development of the HRBPs showing business acumen and ability to influence to operate as organizational effectiveness consultants. One option of development is the Pennington Human Dynamics (PHD) "Code" Program.

### 3 Step 3

Enhance your HRBP team by tapping into cross-functional talent that possesses the requisite business acumen and influential prowess. They must demonstrate robust EQ/Emotional Intelligence. This brings what the HRBP function needs and offers unparalleled development to your team. Reach out to us for any additional support sourcing external talent. We are ready to support you.

*Today's HRBPs must be strategic thinkers, adaptable, and agile, targeting critical business issues with HR expertise. They spend significant time understanding business problems, partnering with internal resources to develop solutions, and overseeing effective implementation.*

Jackson Lynch, CHRO & Talent Insights Author

## Tools for Accessing & Developing Business Acumen

To maximize your team & organization's value proposition, we suggest you leverage these immensely beneficial resources by proactively engaging every HR Business Partner on your team.

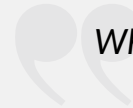
### The Business Acumen Institute



*When People Excel, Businesses Excel”*

**[Business Acumen Institute Assessment Tools.](#)**

### Acumen Learning



*What is a lack of business acumen costing you?*

**[10 Questions to Test your Business Acumen](#)**

## Why This Matters

[Seeking Alpha in HR, Jackson Lynch, Talent Insights](#)

[HR Operating Model Report 2023, Talent Strategy Group](#)

## Resources & References

[Rethinking the HR Business Partner, Jackson Lynch, Talent Insights](#)

[What Does the Future of Work Mean for HR Business Partners, Russ McCall, Gartner](#)

## Module 5

# Brand and Communicate Effectively



*In the world of branding, a seamless parallel exists between Marketing and human capital. The brand promise, often crafted by Marketing to communicate the essence of the company to customers, resonates internally as well.*

**Jackson Lynch, Talent Insights**

There are incredible opportunities and ways to share your story, but authenticity is key. There is no perfect company culture, as it is made up of flawed human beings facing challenging situations.

Top-tier talent craves the opportunity to be a crucial player in transformation. Be authentic regarding your strengths and areas of development. Then be clear on why you believe they can be instrumental in getting them to the next level.

Every member of your organization, from the CEO and your HR team down, should act as a brand ambassador. Harness the power of their LinkedIn profiles to showcase your company's story and provide valuable referrals bonuses. Not only can this help you save on acquisition costs, but it can also serve as an effective tool for improving employee retention. Remember that employees who actively promote their company tend to exhibit higher levels of engagement.

Communicate. Communicate. Communicate.

Top-tier talent wants to work in an environment that operates with utmost transparency and possesses clear direction.

## Why This Matters

*CEO - Talent Heros, Jackson Lynch*

*Know Your Talent as Well as You Know Your Numbers, CheifExecutive.net*

## Resources & References

*CEO-Talent Fitness Plan: The Chief Hiring Officer, Jackson Lynch,*

*CMOt+CHRO=Powerful Partnership, Lauren Sallata*

*Bridging the Divide: A Unified Strategy for Marketing and HR, Jackson Lynch*





## Module 6

# Leverage Others Sage Experience

## 🔗 Get a Coach

Tap into the knowledge of experienced leaders with valuable insights.

We can provide references to seasoned Chief HR Officers who can offer you expert guidance throughout your journey.

## 🔗 Suggested Thought Leaders

*[Jackson Lynch, CHRO and Author of Talent Insights](#)*

*[Brian Heger, Head of Strategic Talent and author of Talent Edge](#)*

*[JP Elliott, Chief People Officer & Podcaster](#)*

*[Marc Effron, Author and President of Talent Strategy Group](#)*

## 🔗 Tools & Resources

### 🔗 Books

*[Power Score](#)*

*[One Page Talent Management](#)*

*[Talent Force](#)*

*[Radical Candor](#)*

*[Faith Code](#)*

### 🔗 Podcasts

*[Future of HR with JP Elliott](#)*

*[Work Life with Adam Grant](#)*

*[The Paula Faris Show](#)*

*[Josh Bersin Academy](#)*

*[Redefining Work, Lars Schmidt](#)*



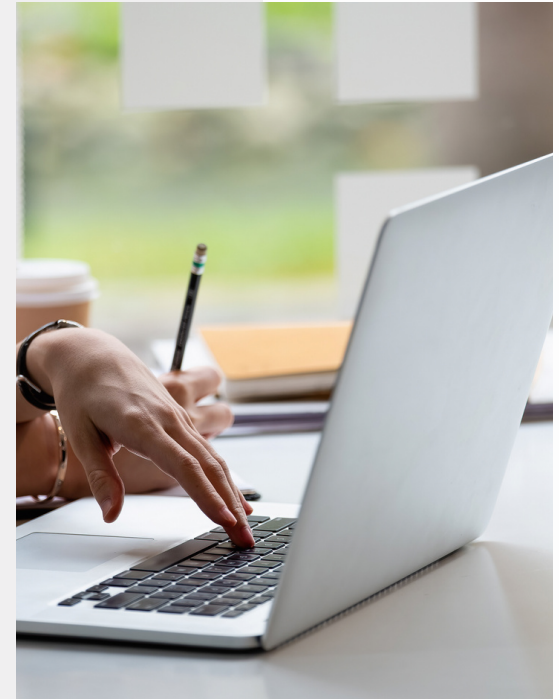
# What's Next?

## Focus on Building Trust

- Confidentiality of conversations with the CEO and ELT is vital
- Initial impact should be on low-hanging fruit that matters to key stakeholders
- Spend time with those you feel could be instrumental to your demise
- Be patient
- Don't over-engineer. Provide effective and efficient solutions that provide maximum ROI

Above all, ensure your CEO is aligned and prepared, as their commitment is pivotal to success.

## Enjoy the Journey



# Why BCA

We have placed HR professionals nationwide since 1994. Our clients are from multiple industries and sizes, including Fortune 500 to Private Equity Firms. Our versatility meets your specific needs.

With a [client list](#) featuring global leaders, we are equally dedicated to fostering HR Leadership in emerging organizations. Our boutique firm has a [client-centric model](#).

We have and always will have a 100% commitment to the HR community's success.



# Contact Us



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Reach Out Now



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