

CHRO Conversation

Accenture – John Thiel (Merrill Lynch) and Benjamin Gilman (Bank of America)

Video Length 15:40

<https://www.youtube.com/watch?v=jP4ZZkAG4Uo&index=2&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJR>

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Topic	Time
What does great leadership mean to you? (John Thiel perspective) <ul style="list-style-type: none"> • Self-awareness – lead people as you think about the impact you make yourself • Emotional intelligence • Intellectually curious and courageous • Common purpose used to inspire your team 	0:47
What has distinguished your style from other leadership styles? (John) <ul style="list-style-type: none"> • Sincere vulnerability – share with your team the mistakes that you’ve made; shows your humanity • Authentic – don’t be the person you think the org wants you to be 	1:49
What does great leadership mean to you? (Ben Gilman perspective) <ul style="list-style-type: none"> • Honesty and authenticity • Good Active Listener • Comfort with not being the smartest person in the room 	3:32
Does vulnerability resonate with employees in the organization? <ul style="list-style-type: none"> • Yes, empathy and listening help establish common goals and purpose 	4:38
What makes for a strong relationship between the business and HR? <ul style="list-style-type: none"> • HR must know the business • HR must be willing to develop a relationship with the team to build trust • HR must participate in the activities of the business 	5:19
From the HR perspective, what are the critical elements necessary for a successful relationship with the business partner? <ul style="list-style-type: none"> • BP needs to understand how HR drives business strategy • BP must welcome HR to the table • HR must have business acumen to join the discussion 	6:33
What outcomes result when BP & HR have a good working relationship? <ul style="list-style-type: none"> • Trust • Business performance soared: Greater client satisfaction, lowered advisor and client attrition, increased pre-tax 	7:51
How does HR help drive business performance at Bank of America? <ul style="list-style-type: none"> • Drive employee engagement – recruit, treat, retain, reward employees? • Lowest turnover in history of the company • Investment in engagement = improved financial performance at BOA 	9:07
Does driving employee engagement lead to the bottom line?	10:47

<ul style="list-style-type: none"> • Yes, people who are engaged have better performance and higher productivity levels • Compensation isn't the only level of job satisfaction! 	
<p>What made the merger between your companies successful and what was HR's role in the process?</p> <ul style="list-style-type: none"> • Commonality: client and the customer • Primary purpose: financial outcomes for clients • Integration and process • HR can take benefit, compensation, recruitment strategies and harmonizing them into one • HR can help with organizational design, talent assessment, cultural integration 	11:41

"It's unreasonable to think you've never made a mistake or had to overcome some adversity...They (employees) need to see that you have tried and failed as well and what you did about it is the learning lesson" (3:15)

Discussion Questions:

1. What do you think are other elements (besides engagement and compensation) do you think contribute to an employee's job satisfaction?
2. What other traits are necessary for successful leadership in an organization?