



# The Chief HR Officer: Defining the New Role of Human Resource Leaders

By *Patrick M. Wright, John W. Boudreau, David Pace, Libby Sartain, Paul McKinnon, Richard Antoine*

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### Praise for the chief HR Officer

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"An up-to-the-minute guide as to what is happening to the field of human resources through the eyes of those in charge of it." —Peter Cappelli, George W. Taylor Professor of Management and director, Center for Human Resources, Wharton School

"This is a definitive guide for human resources leaders who are at the frontlines of competitiveness for their organizations." —David A. Rodriguez, executive vice president and chief human resources officer, Marriott International

"This book is a must-read for all HR professionals to understand the evolution of how far we've come as a function and how much more we have to contribute to the success of the enterprise." —William J. Conaty, former senior vice president, Human Resources, General Electric Corporation

"This book is a treasure-trove of insights that will elevate the practice of human resource management to a whole new level in the twenty-first century." —Lee D. Dyer, professor and chair, Department of Human Resource Studies, Cornell University

"As a CEO who understands how important managing human capital is to delivering business results, *The Chief HR Officer* is an invaluable resource." —Russ Fradin, CEO, Hewitt Associates

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"This accessible, practical guide for HR professionals clearly describes the critical values, behaviors and skills needed to fulfill the multiple roles of an HR leader- trusted business partner, talent architect and expert functional leader."—Sally Bott, group human resource director, BP

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## **Editorial Review**

From the Inside Flap

The Chief HR Officer offers the most current thinking on the evolving role of the chief human resource officer (CHRO). An essential resource for experienced and aspiring CHROs, the book shows leaders how to best prepare for and perform this critical role.

This comprehensive book shows how, in today's extremely competitive work environment, the job of the CHRO has expanded to encompass many important roles. Among other things, HR leaders must adapt to and address the demands of an increasingly diverse and demanding workforce, globalization, stricter regulatory requirements, increased accountability to the CEO and board of directors, and the complexity of leading the HR function with often limited resources.

This vital guide is filled with rare insights and practical guidance from some of the country's most successful CHROs who have been in the trenches as well as top academics researching the field including Randy MacDonald (IBM), Eva Sage-Gavin (Gap Inc.), L. Kevin Cox (American Express), Mirian M. Graddick-Weir (Merck), and Dave Ulrich (Ross School of Business, University of Michigan, and The RBL Group).

Sponsored by the National Academy of Human Resources (NAHR), the book covers a wealth of topics including how to develop a perspective and set of skills to effectively lead and perform in the role and how to approach strategy, management, leadership, ethics, and talent. In addition, the authors include information on forming and implementing activities that will further the firm's strategy, advice for coaching and counseling the CEO, and much more.

## **About the Author**

Patrick M. Wright, Ph.d., is the William J. Conaty GE Professor of Strategic Human Resources in the School of ILR at Cornell University. He teaches and conducts research in the area of strategic human resource management, with a particular focus on how HR practices, the HR function, and HR leaders can affect firm performance.

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