

What CEOs Want: The 10 Most Sought-After Talents of HR Leaders (From “Accounting for the Future” in *Human Resource Executive’s* November 2005 Issue)

In January 2006, Eileen Finn participated in a panel discussion presented to the **Rutgers University Executive HR Masters Program**. Here are some of the points that were discussed during that event, focusing on what CEOs expect from their HR leaders.

Trusted Adviser

Top HR executives have earned the ear of the CEO with independent thinking and straightforward communication.

Great Communicator

Effective HR leaders communicate and create an understanding of mission, vision, strategy and culture and provide focus, alignment and line of sight – while avoiding “HR speak.”

Leader

CEOs look to the head of HR as a key business leader who understands the corporate structure and how to drive it – and who also just happens to do HR.

Cultural Leader

HR partners with operational leaders to guide a desired culture that allows the organization to live its mission, achieve its vision and execute its differentiated strategy

Outsourcing Innovator

Outsourcing is a key efficiency and expense-reduction tool that, if misapplied or poorly executed, can have the opposite results. CEOs need HR leaders who plan accordingly.

Financial Know-How

Today’s CEOs want HR leaders in the C-suite who understand the micro- and macro-economic impact of internal and industry issues and actions.

Talent Manager

Each CEO knows managing talent – acquisition, development, retention and succession planning – is crucial to the company’s success.

Technology Whiz

Sought-after HR leaders leverage technology to increase organizational growth and productivity while reducing expenses and understanding the technology that is driving the company.

Results-Driven Operator

Organizations need HR leaders who communicate deliverables to senior leadership and deliver on their promises.

M&A Analyst

HR-related business issues and potential solutions are brought to the table during due diligence and M&A planning, with HR executives providing key input.