

## HOW TO MANAGE A

### CHIEF HR OFFICER

First, some "definitions:"

"DO's" refer to specific, observable behaviors I wish to see people around me engage in.

"DON'Ts" refer to behaviors that will cause us to have a negative relationship.

"PERMISSION" refers to specific behaviors I assume you might not feel comfortable exhibiting around me, but I do want to see them.

DO's

Act and feel like you are running a business. My job is to enable you to achieve this in how we allocate resources and make decisions. My style is not to manage your business—that is your job. Feel/be empowered.

Be proactive / take initiative. When you have an issue or problem you want to discuss, come up with at least one approach to solving it. Also, I value ideas and new approaches.

Manage your priorities. There is a ton of good work to be done, but there are also other priorities - health, family, church, etc. I want to see hard work, but also want you to enjoy life. Don't make work your total life.

Manage our time together. I don't like meetings that don't have articulated desired outcomes and I want most meetings to be less than 45 minutes.

I value debate and disagreement. I attempt to gather others' input but will not delay important decisions for the sake of full agreement or consensus.

Tell me when something you send me is critical with a "response required" notation. I communicate well on email, but given the anticipated volume, there may be times when I need to get to some. I was hoping you could help me keep focused on those emails that matter to you.

Be direct and straight in conversations with me.

## DON'Ts

Self-promotion is nasty stuff. We are a team. I get allergic reactions to folks who overuse the word "I" too often.

Please don't feel you need to copy me on everything. Use your judgment. At the same time, I want no surprises from unhappy customers. Don't fail to give me bad news.

Don't interrupt me when my office door is closed. It will RARELY be closed, but when it is, know it's essential.

Don't run your business without understanding how it impacts others across other functions. We are one team, one company.

## PERMISSIONS

Interrupt me when I have already said something.  
Really. I hate repeating myself.

If you think I am wrong, push back on me. I have lots to learn.

If you have an urgent matter, reach out anytime during "non-working" hours. Anything else can wait until the next working day.