

CHRO Conversation  
 Ingersoll Rand – Michael W. Lamach, Chairman & CEO  
 Video Length 16:09

<https://www.youtube.com/watch?v=R6SLAEIQ8v0&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJRjLu&index>

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Topic	Time
What does sustaining leadership mean to you and your org? <ul style="list-style-type: none"> <li>● Sustainability is a part of the company’s strategy since they strive to reduce greenhouse gas emissions for customers</li> <li>● Lamach thinks and worries most about sustainable leadership</li> </ul>	<a href="#">1:06</a>
What does IR’s focus largely on talent mean for the culture at the company? <ul style="list-style-type: none"> <li>● IR works for their employees</li> <li>● IR’s focus on talent helps them deliver a great customer experience and higher margins</li> <li>● Top talent has a 97% retention rate</li> </ul>	<a href="#">2:24</a>
What is does the C-Suite do to communicate a culture focused on talent development? <ul style="list-style-type: none"> <li>● Leaders care more about how employees get results, not just what the results are</li> <li>● Succession planning – strive to place the right people in open roles               <ul style="list-style-type: none"> <li>○ Has helped boost employee engagement</li> </ul> </li> <li>● Refrain from intimidating from the top; teach and expect people to respect each other</li> <li>● Match desired competencies with company modeled behaviors (values)               <ul style="list-style-type: none"> <li>○ Talent is now calibrated across the company</li> </ul> </li> <li>● The culture supports itself – unwanted behaviors are called out</li> </ul>	<a href="#">4:17</a>
What lessons can other companies take from IR about talent? <ul style="list-style-type: none"> <li>● To move engagement, it must be personal</li> <li>● Analyze your top leaders and their direct reports to see how much engagement is occurring               <ul style="list-style-type: none"> <li>○ Are these relationships leading to greater results?</li> </ul> </li> <li>● Train low engagement leaders on how to develop their teams</li> <li>● Development plans created for employees to see their career opportunities within the company</li> <li>● Don’t forget about hourly-worker engagement!</li> <li>● Team-leader development plan: 8-week curriculum around leadership               <ul style="list-style-type: none"> <li>○ 500 employees from early workforce have graduated so far</li> </ul> </li> </ul>	<a href="#">7:50</a>
What role does the HR function have in regards to talent development? <ul style="list-style-type: none"> <li>● CEO succession discussions</li> <li>● Partnership with Sr. VP of HR (Marsha) has allowed IR to reimagine a culture for building long-term capabilities</li> </ul>	<a href="#">13:31</a>

“We don’t believe in intimidating from the top. We teach and we expect people to respect each other in the organization” (6:14)

**Discussion Questions:**

1. Why is it important for the company to examine both salaried workforce development and front-line development, but separately of one another?
2. What does Lamach mean when he advises to refrain from intimidating from the top?