

Sample Questions For Your Next Chief Human Resources Officer

- What motivates you to take on the role of a CHRO?
- Describe your path transitioning from a VP to a C-suite leader.
- How do you approach culture and culture-building at an organization? What separates a strong work culture from an exceptional one?
- Can you explain how you have successfully championed and advanced a high-performing, results-oriented culture in your previous roles?
- Please discuss your philosophies around diversity, equity, inclusion and belonging — how have you integrated DEI and talent management systems in the past?
- Can you discuss your experience developing and implementing a performance management system, along with employee engagement and related metrics?
- How have you executed talent strategies, including organizational design, competency coaching, career development, and retention? How have you successfully built out a best-in-class talent acquisition and recruiting function?
- In your opinion, what constitutes exceptional talent?
- Share your experience in developing a comprehensive learning and development program.
- Explain how you have established and executed succession management plans and strategies in the past.
- How did you improve compliance, governance, strategy alignment, and investment prioritization in past roles?
- Please explain your familiarity with employment law.
- Describe your experience working with internal and external stakeholders, such as Boards of Directors, senior management, public officials, and the general public.
- What strategies have you used to navigate challenging or politically sensitive situations in the workplace?
- Describe your approach to building relationships and partnerships with diverse groups and individuals in a professional setting.
- What is your leadership style and how has it contributed to fostering team success, a sense of belonging, and both physical and psychological safety?
- Provide an example of a time when you needed to adapt your leadership style to meet the needs of a specific situation or team.
- How have you successfully stayed up-to-date with developments in human resources, talent management, and diversity and inclusion best practices?
- Do you hold any professional certifications, such as SPHR or SHRM-SCP? If so, how have they contributed to your success in previous roles?

Recommended Questions From *Experienced CHROs*

“How do you align HR strategies with the broader business goals, especially during times of change or disruption?”

*This question probes the CHRO's ability to think strategically, beyond just the HR function. It underscores the importance of the HR department's role in driving organizational success, especially during challenging times. The response will shed light on the CHRO's understanding of business operations, adaptability, and their proficiency in leveraging human resources to achieve overarching company objectives.*

“Describe a time when you had to reshape or influence the company culture. What challenges did you face, and how did you overcome them?”

*Culture is pivotal for organizational success and employee satisfaction. This question delves into the CHRO's experience and effectiveness in molding organizational culture, diversity, equity, and inclusion. Their answer will provide insights into their leadership style, problem-solving capabilities, and understanding of the nuances involved in culture transformation.*

“How do you envision the future of work in our industry, and what initiatives would you prioritize to ensure our company remains at the forefront?”

*The landscape of work is evolving rapidly, influenced by technological advancements, generational shifts, and global events. By asking this forward-looking question, you can gauge the CHRO's foresight, innovation, and adaptability. Their response will reveal their proactive approach to change and their commitment to ensuring the company's continued relevance and competitiveness.*