

From HR to CEO

By Vidi Rosen
For Bakrie University
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Objectives

Discuss, learning, and sharing experience
about :

- HR as a **promising career**
- The opportunity of HR executive to expand the responsibilities and to be **“the number one person”** in the organization

Agenda

- I. HR From Mars and CEO From Venus
- II. The Myth and Reality of HR People
- III. Chief Executive Officer
- IV. From HR to CEO
- V. Experience Sharing
- VI. Conclusion

I. HR From Mars and CEO from Venus

HR from Mars and CEO from Venus



They meet in a place call business world!
Is it true? Myth or Reality?

Old HR Mentality

- HR people should **focus handling people** in our organization and **let them do the business!**
- Our job is to **support the business** and **let them lead us!**
- They can do my job but I can't do yours ☹️
- Second class citizen syndrome
- We support them **from behind**
- etc



II. The myth and reality about HR People

Myth about HR

- People go into HR because **they like people**



Human Resource Champion
By Dave Ulrich

Reality

- HR departments are not designed to provide corporate therapy or as social or health-and-happiness retreats.
- HR professionals must **create the practices that make employees more competitive**, not more comfortable.

Myth about HR

- Anyone can do HR.
- HR deals with **the soft side of business** and is therefore **not accountable**.

Reality

- HR activities are based on **theory and research**.
- HR professionals must **master both theory and practice**.
- The impact of HR practices on **business results can and must be measured**.
- HR professionals must learn how to **translate their work into financial performance**.

Myth about HR

- HR focuses on costs, which must be controlled



Reality

- HR practices must **create value by increasing the intellectual capital** within the firm.
- HR professionals **must add value, not reduce costs**.

Myth about HR

- HR's job is to be the policy police and the health-and-happiness patrol.



Reality

- The HR function does not own compliance-managers do.
- HR practices **do not exist to make employees happy but to help them become more committed.**
- HR professionals must **help managers commit employees and administer policies.**

Myth about HR

- HR is staffed by nice people.



Reality

- At times, HR should **force vigorous debates.**
- HR professionals should be **confrontative and challenging as well as supportive.**

Myth about HR

- HR is HR's job.

Reality

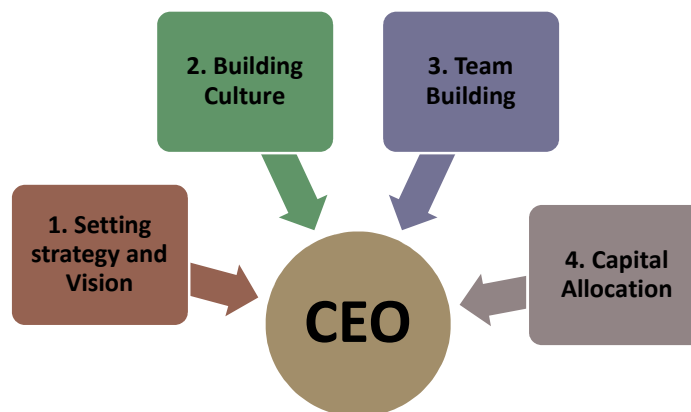
- HR work is **as important to managers as are finance, strategy, and other business domains.**
- HR professionals should join with managers in championing HR issues.

I  **HR**

So with that myths and realities, can HR person do the role of a CEO?

III. Chief Executive Officer

What is the role of CEO



(steverobbins.com)

CEO Challenge 2013

Global Convergence on Challenges

Global Rank	CHALLENGES 2013*	Score	Asia	Europe	United States	China	India
N=729			n=395	n=136	n=138	n=54	n=55
1	Human Capital	2.44	1	1	5	2	1
2	Operational excellence	2.10	3	2	1	5	4
3	Innovation	1.99	2	T3	4	1	3
4	Customer relationships	1.72	T5	5	3	6	6
5	Global political/economic risk	1.68	4	T3	6	4	2
6	Government Regulation	1.55	7	6	2	T8	5
7	Global Expansion	1.31	T5	7	7	7	7
8	Corporate brand and reputation	.92	8	9	8	7	9
9	Sustainability	.82	9	8	10	3	8
10	Trust in business	.46	10	10	9	10	10

*N=Number of overall responses. The response rate varies for each challenge. Each score represents the mean of the ranks given the challenge. For information about how the scores were created, see "About the 2013 Survey" on page 24 of the CEO Challenge@ 2013 Summary Report.

*Operational Excellence was added to the list of challenges in 2013 replacing Cost Optimization. Trust in business was also added in 2013 replacing Investor relations.

CEO Conference Board Research

Traits for CEO



CEO Conference Board Research

Do we find big differences between
CEO traits to HR Traits?

IV. From HR to CEO

Career In HR (HR as a profession)



People said that choosing HR Path as a career is similar like a pilot and their airplane

The next question is do we feel that we're happy with what we're doing?
Or we keep asking **what next?**

Career Management Tips

1. Know **who you are** and **what makes you tick**
2. Get a **360° perspective of yourself**
3. Create a **career vision**
4. Achieve **lifetime employability**
5. Set **development goals**

Diana Hogbin-Mills (Talent Max)

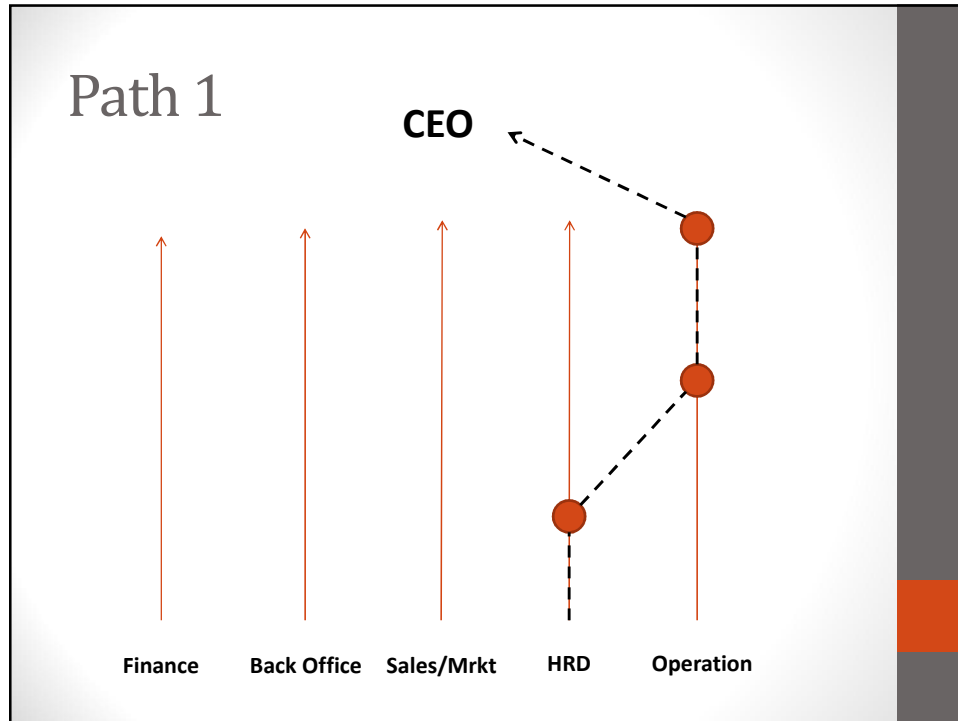
Real Cases : HR to CEO 1



Nigel Travis


Goes From HR for Burger King to CEO of Dunkin' Brands

- Senior Vice President of **Human Resources** and then later as the **Managing Director** for BK Europe, the Middle East and Africa
- CEO for Papa John Pizza and end up as **CEO** of Dunkin Brand (Dunkin Donut, Baskin Robins, etc)



Real Cases : HR to CEO 2

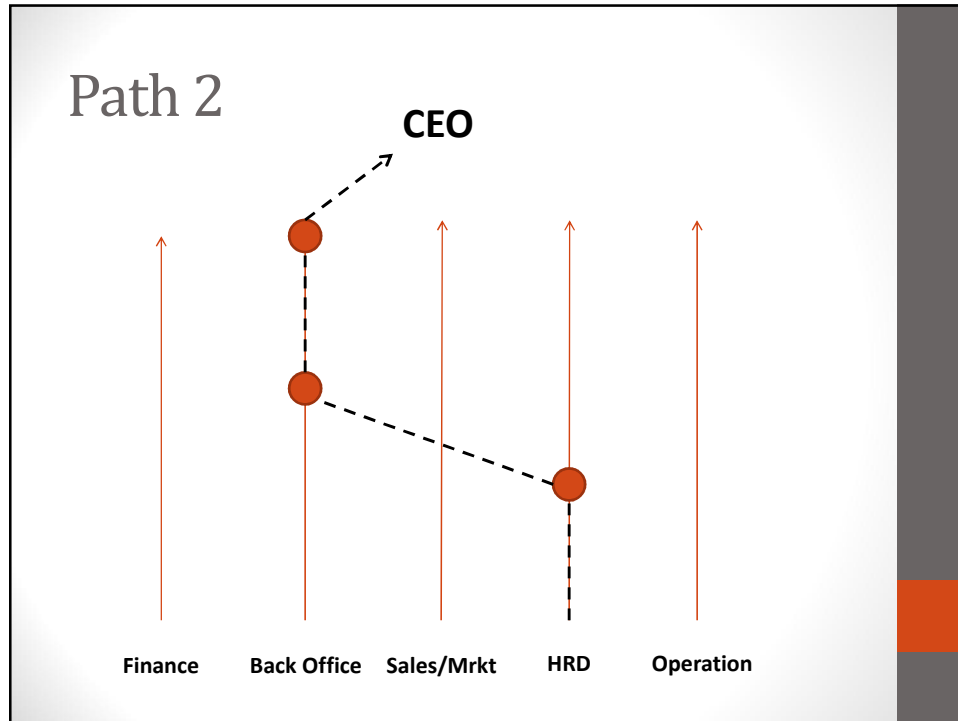
'When you head HR, you have the clear benefit of seeing it all come together.'



LISA M. WEBER

Lisa Weber
President Director/CEO of MetLife's Individual Business Unit

- Senior HR in PaineWebber and Merry Lynch for 10 yrs
- Later she served as **Vice President of Human Resources** and she promoted as **Executive Vice President** and **Chief Administrative Officer**
- End up as President in the same company
- 50 most power women in business (money.cnn.com)

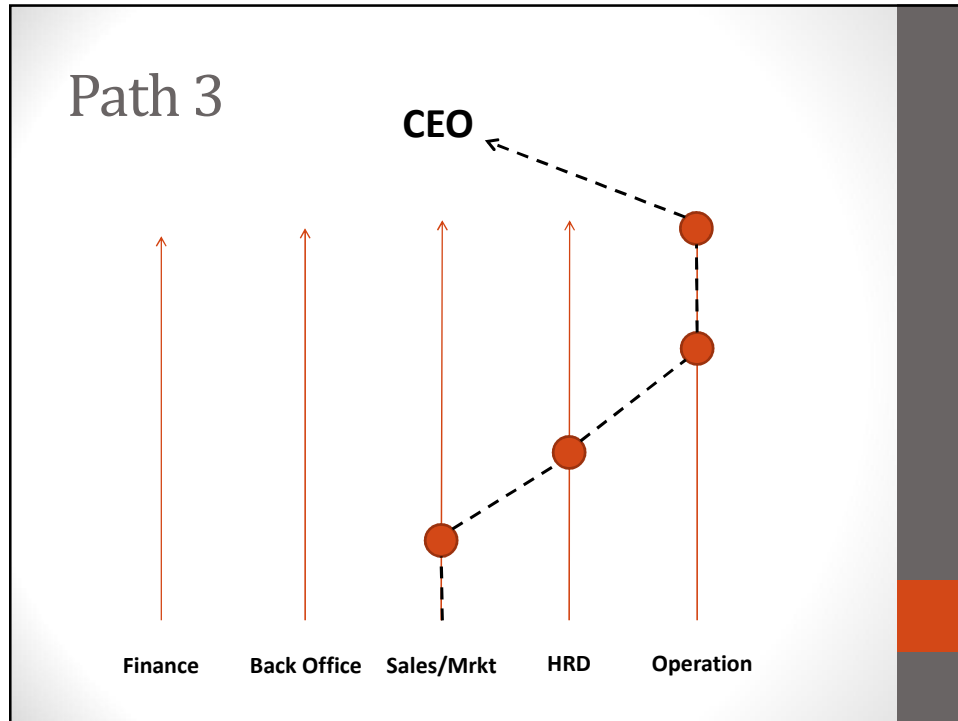


Real Cases : HR to CEO 3



Anne Mulcahy
Chief Executive Officer of Xerox Corp

- Hired as a **Field Sales Representative** in company and climb up to the top gradually
- Was a **Vice President of Human Resources** of Xerox where she was responsible for compensation, benefits, HR strategy, labor relations, management development and employee training
- She became **Chief Operating Officer** and reached the pinnacle as the **Chief Executive Officer**

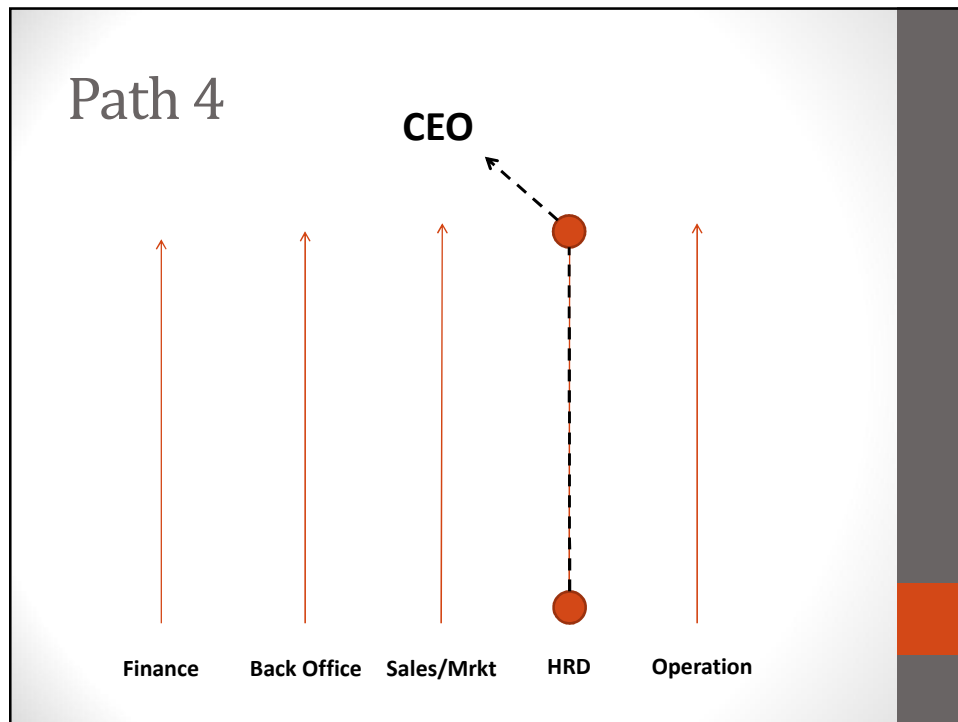


Real Cases : HR to CEO 4



John Hofmeister President of Shell Oil

- Started in a **human resources** management program at General Electric Company
- Many years later, he held a **Vice President - Human Resources** position for Northern Telecom, Inc. and then moved to AlliedSignal, Inc
- At the Group **Human Resources Director** for Royal Dutch/Shell Group Companies, based in the Hague and London and his big jump when he became the **President of Shell Oil Company** and **U.S. Country Chair**

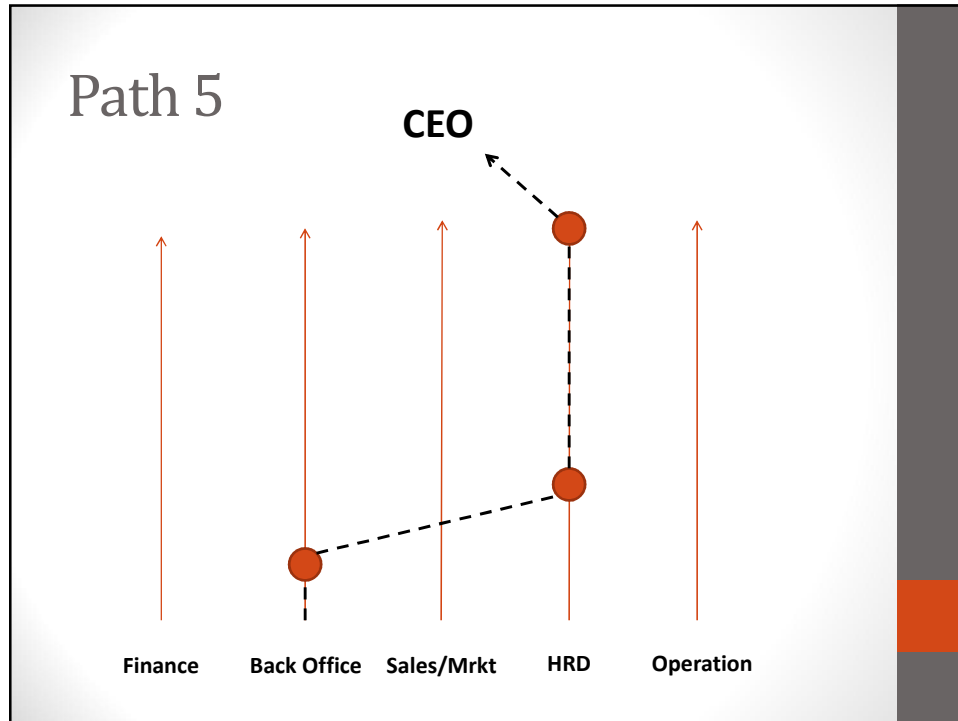


Real Cases : HR to CEO 5



Paulus Bambang WS
CEO PT Astragraphia IT

- Started as a trainee in **electronic Data Processing** Division PT Astra International Inc
- Moved to HR and spent 10 years in various roles, finally he end up as a **HR Senior General Manager**
- Promoted as a **CEO** in PT Astragraphia IT and currently in charge as Deputy Director PT Astra International Tbk in charge of Infrastructure (Astratel), Logistics (TRAC dan SERA Logistics) dan Information Technology (Astra Graphia) Business



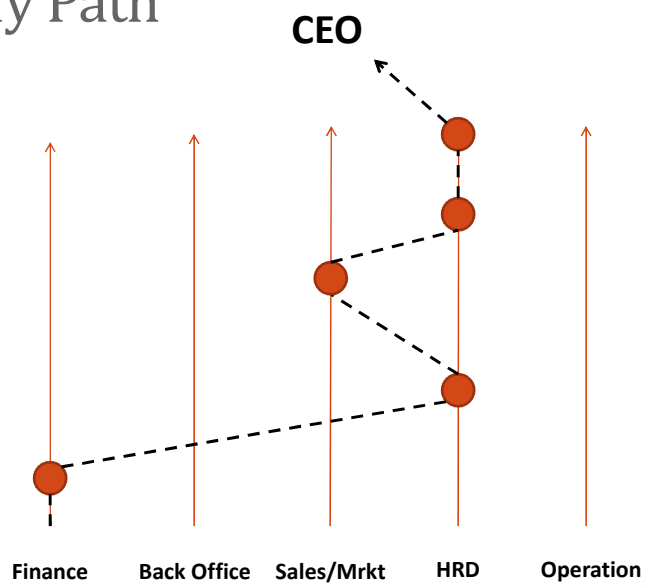
Learn From the Cases

- They **love HR** and **proud** of their experience and honor as a person who responsible to HR function in their organization
- All of them have other interests than just doing HR (They have **passion in business**)
- Most of the “HR-CEO”s have the experience to **do other functions** than HR
- They have “The guts”, “**willingness**” & “**Attitude**” to be the “**numero uno**” in the organization : **THESE ARE THE GREATEST CHALLENGE!!!!**

Most of them are known as the CEO who understand people and initiate many initiatives related to HR intervention to improve their organization performance

V. Experience Sharing

My Path



Why HR?

- HR is my destiny ☺ (I got lost in a right direction)
- Promising career
- From zero to hero → I can help a lot of people and see them growth
- I can have information faster than anybody else in the company and some of them are “classified”

**Mostly because I enjoy
the journey and the process**

Why Beyond HR?

- “What Next” syndrome
- I love my adrenaline pump up
- I want to prove that HR people are equal with anybody else in the organization
- I feel that I can do more if I can develop the business through the development of our people in my organization

**At the end I found that the combination
of HR management strategy and other
strategy can multiply the result!**

My Challenge

- Changing attitude from support to “Frontline”
- Understanding the business (where the money come from)
- Understanding the business process
- Handling pressure from the share holders as well as the stake holder
- Doubt from others!!!

CONCLUSION



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- Married, two children
- Bond University, Queensland (MIM)
- University of Indonesia, Jakarta (Mpsi.T)
- Student of S3 Doctorate Program, Universitas Negeri Jakarta
- HSBC
 - Securities Staff
- PQM Consultant
 - HR & OD Consultant
- Astragraphia Tbk (AstraGroup)
 - Senior Competency Development Analyst
- Bakrie Telecom Tbk (Esia)
 - GM Organization Dev & Learning
 - GM Region Jatim, Bali, & Nusa Tenggara
 - GM Region Jakarta, Tangerang, Depok, & Bogor
 - VP Learning & Development
 - Head Of HR
- PT Vaia Indonesia
 - CEO
- Bakrie Group (Bakrie Strategic Solution)