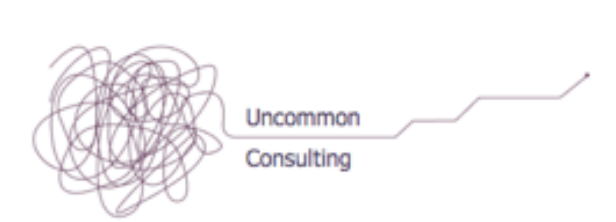


Aligning HR and Organizational Strategy (A conversation with the CEO)

1. Tell me your vision for the organization.
2. What are the top three biggest challenges facing the organization?
3. What one thing, if changed, would make the biggest positive difference in the organization's ability to succeed?
4. What impact are these challenges having on the organization's success?
5. What impact are these challenges having on you personally?
6. When the organization has moved successfully through these challenges, describe for me what will be different. What will you see/get/experience more of/less of?
7. What specific impact do you anticipate this change will have on the business/on you personally?
8. What have you done so far to address these challenges?
9. What do you expect HR/Talent/OD can contribute to this effort?
10. How much are you willing or able to invest in making this change happen?
 - a. Leadership and management's time (hours/days)
 - b. Duration (weeks, months)
 - c. Financial (budget)
 - d. Personal attention, behavior change, commitment
11. What are the logistical factors?
 - a. Number of employees, managers, leaders
 - b. Locations
 - c. Roles, levels, functions
 - d. Reporting relationships
 - e. Skill sets
12. What stakeholders will have an impact on (or might feel an impact from) the change you'd like to see? In what way should they be involved?



13. How do you anticipate the organization will respond to these efforts?
 - a. To what extent are they aware of your goals?
 - b. To what extent do they support the goals?
 - c. What obstacles do you anticipate we might encounter?

14. What else should I know about your vision/goals/the organization/your expectations?
 - a. What kinds of HR contributions/programs/engagements have you worked with in the past?
 - b. What did you like about those engagements?
 - c. What could have been better?

15. What questions do you have for me?

16. Next steps:
 - a. Proposal based on what we've reviewed above
 - b. Confirm initiatives, commitments and success metrics
 - c. What else would be helpful for you in terms of next steps?