

Why CHRO Influence Is Stalling in the C-Suite—and What It Will Take to Break Through

Our Webinar Will Begin Shortly

Meet Your Presenter



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Principal, Research
Seramount

Do We Have an HR Leadership Problem?



Pulse Check

Which dynamic is most limiting your impact today?

- 1 Owing enterprise risk without the authority to shape outcomes
- 2 Trusted in one-on-one conversations, sidelined in enterprise decisions
- 3 Difficulty tying people risks and investments to financial outcomes
- 4 Something else? Let us know in the chat!

Please answer the poll in the Zoom pop-up

Our Thought Partners



Recognizing the 100 Participants in Our CHRO Listening Tour

- Luani Alvarado, Kenvue
- Lucien Alziari, Prudential
- Brian Baker, Teneo
- Bill Baker, Wolters Kluwer
- Emily Barron, Basic Technologies
- Ali Bebo, Pearson
- Karen Bennett, Cox Enterprises
- Alison Bernard, Dechert
- Dottie Brienza, Cambrex
- Josh Bronstein, Bank of America
- Misty Brown Fischer, Ultimate Medical Academy
- Helena Bugeja, Transurban
- Donna Byron, TransRe
- Elisabetta Caldera, Aegon
- Kristi Cappelletti-Matthews, VSP Vision
- Len Carter, FHN
- Lisa Chang, Coca Cola
- Abigail Charpentier, Aramark
- Jennifer Conn, Pharmavite
- Steve Cunningham, TDIndustries
- Andrew Davis, Sony Music
- Lacey Dingman, Federal Reserve Bank of New York
- Stephanie Doliveira, Sheetz
- Kevin Dooley, IQVIA
- Eric Dozier, Lilly
- Heather Dumas, Ardent Mills
- Lauren Duprey, Takeda
- Larry Durham, Lawrence Livermore National Laboratory
- Mario Ellis, Beacon Health Systems
- Anne Erni, Audible
- Julie Everett, Standard Chartered
- Peter Fasolo, HRPI
- Javier Feliciano, Meritage Homes
- John Ferguson, NASCAR
- Lorraine Field, Sonora Quest Laboratories
- Greg Flores, Retired, formerly of Pilot Flying J
- Michael Fracaro, Mastercard
- María Laura García, Tecpetrol
- Myra Gregorian, Seattle Children's Hospital
- Andrea Haan, World Insurance
- Harry Harden, Sonic Automotive
- Michelle Hargis Wolfe, University of Arkansas
- Christy Harris, CCC
- Denise Haselhorst, Chargebee
- Linda Ho, Seismic Software
- Yolanda Hutchins, PCORI
- Ed Hutner, Deltek
- Renuka Iyer, PhRMA
- Tonya Jackson, Lexmark
- Melissa Jones, CSAA Insurance
- Rachel Kay, Hearst
- Aimee Kennedy, Battelle Memorial Institute
- Simon King, Daichi Sankyo
- Shane Koller, Ancestry
- Stephanie Kramer, L'Oréal
- Nickle LaMoreaux, IBM
- Janis Leigh, Giant Eagle
- Catherine LeSki, Blue Cross Blue Shield of Massachusetts
- Bei Ling, Wells Fargo
- Jackson Lynch, Sunnova
- Mallory Martino, Wella
- Tom Mathews, formerly of Cree
- Linda Matzigkeit, Children's Healthcare of Atlanta
- Matthew McCarthy, formerly of Ben & Jerry's
- John-Anthony Meza, Center on Budget and Policy Priorities
- James Momon, formerly of 3M
- Mary Moreland, Abbott
- Susan Muigai, TransUnion
- Michele Nolty, Olive Tree Holdings
- Andrew Ortiz, Cedars Sinai
- Steve Pemberton, Seramount
- Marjorie Powell, AARP
- Sue Quakenbush, Dynatrace
- Scott Redfearn, Protiviti
- Tim Richmond, AbbVie
- Michael Rogers, Alight Solutions
- Faith Rottman Johnson, TEKsystems
- Bala Sathyanarayanan, Greif
- Don Schneider, AIXPartners
- Kim Scholes, Aldridge Pite
- Lesley Sepanloo, American Institutes for Research
- Jeanna Shapiro, Grant Thornton
- Dailithia Smith, Oatey
- Donna Smith, The Jewish Board
- Ola Snow, Cardinal Health
- Amy Steadman, Midpen Housing
- Mark Steiman, CHOC
- Mari Steinmetz, Kohls
- Bill Strahan, Comcast
- Albert Taylor, Southwest Gas
- Gail Thakarak, VNS Health
- Aisha Thomas-Petit, Horizon BCBS of New Jersey
- Enrique Toledo, modivcare
- Sandy Torchia, KPMG
- Rainia Washington, FINRA
- Jason Westenskow, Zephyr Construction Corporation
- Cara Williams, Cottage Health
- Jeanette Winters, 8x8
- Sean Woodroffe, Lincoln Financial Group
- Laura Young, Goldman Sachs

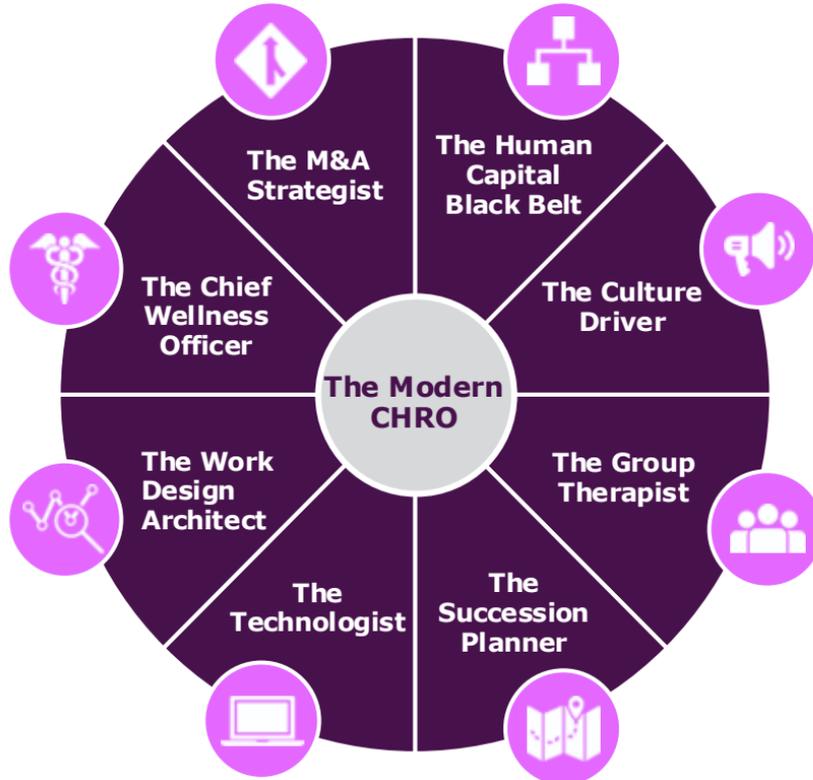
What's Left to Prove?

After **stewarding my organization** through the pandemic and still feeling like, 'I have to convince you of the value of HR?' Time out, **what more do I have to prove?**

CHRO, Technology Industry

Too Many Hats, Not Enough Hours

An Ever-Expanding 'Unofficial' Remit



The CHRO Influence Gap

3 Patterns Leaving Senior HR Leaders on Mute in the C-Suite



Carrying Enterprise Responsibility Without Enterprise Authority

CHROs own the people outcomes but rarely shape the strategy that creates them.



Trusted One-on-One, Constrained in the Room

CHROs win trust one-on-one, then lose traction when decisions move into full C-suite.



The Translation Problem

CHROs struggle to frame HR risks in the C-suite's bottom-line focused language—with options



More Responsibility, Less Authority

CHROs don't feel empowered to handle the seismic forces shaping today's HR landscape.

79%

Of employees report feeling detached

"Influence, to me, isn't about ego or hoping my C-suite peers respect me. It comes down to **whether they understand that the business doesn't run without its people.** That's why having influence matters so much—the ability to move your executive team to see its people or HR not as a tangential function but the core of why all of this works."

-CHRO, Consulting Industry

31%

Increase in amount of job applications submitted from 2023 to 2024

65%

Of professionals said they feel stuck in their current role

20%

Of employees think about quitting every day

Do People Insights Even Matter?

People are an investment. I firmly believe we are **people-powered**. And yet, when I see this mentality of **'if they don't like it, they can just leave,'** that's such a difficult environment to work within.

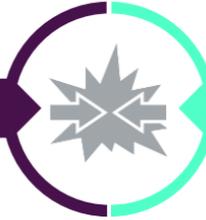
CHRO, Manufacturing Industry



Always a Confidant, Rarely a Strategist

Abundant Private Trust

CHROs are highly trusted in private as a CEO-level confidant and risk advisor.



Lack of Public Traction

Competing agendas and priorities strip HR leaders of decision-making authority.

“

When I meet with my CEO one-on-one, I feel like that's where I'm at my best. Where I've seen [influence] break down is in the executive team environment.

CHRO
Finance Industry

How Can I Make An Impact?

As a CHRO, I have to be really strategic in terms of **how I get my CEO to see the human, organizational implications**. While they might want to focus the conversation on trying to hit a sales number, I might have to interrupt and say, 'here are the options and here are the **talent, culture, and brand implications** for all those things.' Sometimes I feel like I have **to hold up a mirror to my peers and say the quiet thing out loud.**"

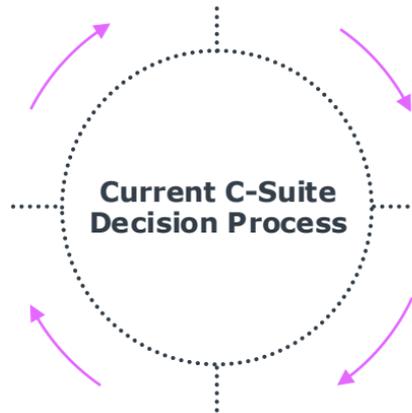
CHRO, Technology Industry

Lost in Translation

CHROs identify risks early but struggle to make them tactile for executive priorities, creating a vicious cycle of HR challenges going undervalued.

CHROs manage capability gaps, cultural strain, **and trust erosion.**

Goals aren't met accelerating **burnout and disengagement**



Executive conversations default to **financial targets**, operating timelines, and delivery commitments.

People insights don't register as decision inputs and **HR risks go unaddressed**

Our Framework for Sustained Influence

- 1** **Clarity**
Framing outcomes around context, impact, and recommendations
- ▼
- 2** **Credibility**
Earns confidence with proof, precision, and a track record of business impact
- ▼
- 3** **Connection**
Build advocates that carry people insights into the room.
- ▼
- 4** **Conversion**
Move the organization to act with clear options, explicit trade-offs, and measurable follow-through.



Introducing: HR Executive Board

Rigorous Research *driven by our partners' priorities*

We apply our rigorous research process to tackle the most pressing priorities for our CHRO partners.



Best Practice
Studies & Briefings



Implementation
toolkits



C-Suite & Pass
Through Reports



Executive
Slides

Global Peer Community *to collectively solution by sector, priority and geography*

Direct access to a team of researchers and experts for faster smarter decisions



Executive
Roundtables



VP Convenings
& Virtual Learning



Realtime
Community



Personalized
networking

Tailored Support *to turn insight into action*

We give you direct access to a team of researchers and experts to support faster smarter decisions and executive engagement



On Demand
Advisory



Document
Review



Private-Label Web
Conferences



Partner
Intensives

Unmetered support for CHROs, VPs and HR Leaders

How can we help you accelerate your influence?

I'm interested in...

- 1 Pressure-testing my influence strategy with a Seramount experts to discuss how I can use this research in my everyday work**
- 2 Receiving the full research on why CHRO influence stalls—and how to reverse it**
- 3 Joining a peer-only virtual exchange for new and rising CHROs**
- 4 Exploring additional HR Executive Board support tied to enterprise impact**

Thank You!



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