

Podcast: *HR Bartender*

Episode: Steve Browne on HR Departments and Change

Summary:

Welcome to the *HR Bartender* podcast! Join this casual conversation to get practical advice on being a better employee, manager, and leader. In today's episode, Sharlyn Lauby, author of the *HR Bartender* blog and host of this podcast, is back for season 2 of the podcast focused on change. Her guest is Steve Browne, who has devoted 30+ years of his career to HR. He is currently the CPO at LaRosa's Inc., a regional pizzeria chain in southwest Ohio with 10 locations and over 1,100 team members. He is also an active member of the Society for Human Resources Management and has held several leadership roles. Steve is active on social media, has a nationally recognized blog called *Everyday People* and is the author of two books.

Going along with the theme of this season of *HR Bartender*, Shirley first asks Steve to speak about a change he has experienced recently that has turned out surprisingly well. His favorite example is that his organization is now designing roles in a way they never have before. These new roles serve as a nice bridge for people who may want to be in the expanded role as a general manager. They also foster depth, development and the ability to grow, learn and fail.

At LaRosa's, Steve manages change by allowing a lot of time just to breathe, as fatigue has increasingly become a large burden. He also makes sure he is acknowledging his team on an ongoing basis for the value they bring in every day. In addition to acknowledging the good work they do, he asks what they need in order to be better equipped to move forward. Steve believes that most of HR would be more successful if they started offering context instead of reasons.

Steve's secret for spending his time on the right things is in switching his mindset from "managing my time" to "allocating my time". Another method he has utilized has been equipping his staff to take on some of the things he had been doing, and giving them the space to do an even better job. One big area HR professionals should be spending time on is learning for the future. Steve believes we should have the same fervor for our development that we do for others in our organization. He also thinks that we have made a mistake as a profession by attributing talent to the hiring process alone. He is working towards getting talent to remain within his organization rather than at the entryway.

As the episode wraps up, Sharlyn expands on a key point of her conversation with Steve: delegation. This is not just dumping a task onto somebody else, but the art of making sure that people can do things while you are gone. If you're interested in hearing more about this topic, check out the season 1 episodes featuring Dan Schawbel and Alex Levit!

Links:

Connect with Steve on [LinkedIn](#) and visit his blog, [Everyday People](#).

Connect with Sharlyn on [LinkedIn](#) and check out her [HR Bartender Blog](#).