



LEAP HR

Financial Services

Radical Change Through People



Christina McClung

Chief People Officer
Capital One

It's a charge that's often levelled at those of us working in the people function in financial services that we're not sufficiently delivering against business goals – that we aren't strategic enough or innovative enough. But, there are plenty of people leaders working in the finance sector who aren't prepared to accept that perspective, and who are actively working to change that perception. One such leader is **Christina McClung, Chief People Officer, Capital One, Canada**. We caught up with Christina to find about how she's transforming HR within Capital One.

When comparing a global giant like Capital One against the new, smaller FinTechs and start-ups out there – how are you competing on the culture front?

Financial Services organizations get a bad reputation for being stuffy, having a lack of innovation and being far too conservative. At Capital One Canada this simply isn't true. We have embedded innovation straight into our culture.

We actually hear from our employees that "working at Capital One feels like a tech firm" – we recognize the value of this. If we want to attract and retain new talent like millennials and those with the tech talent we need to compete with top digital players as well as the new FinTechs, and I'm proud to say that in many ways we are surpassing them!

What is the biggest leap you've taken within your people function?

I'm going to have to name a couple!

How we work – the flexibility and work environment we offer aren't just perks; they are strategic business decisions. That's why our President, Shane Holdaway, looks to me as one of his strategic business advisors. He comes to me when he's thinking about redesigning the business because we know how crucial our people are.

Shane and I have worked hard on how we bridge this perceived gap between HR and business.

Why is this so crucial and what has the impact been for the business?

Finance businesses like ours are transforming into the digital space and it's vital the people function is able to quickly provide support through simplified HR solutions.

We need to be so closely tied to the business, to understand business inside out and understand their goals so that we can focus on one or two things that are going to make a significant impact.

Because of the transformation I have led here, the HR function really delivers on expediting and transforming the business.

It's vital that people leaders leverage their role as a strategic business leader. We need to define how our function directly supports the business to ensure profitability on the journey towards becoming a more tech-centric, consumer-focused financial services company.

Christina and Shane will both be speaking at LEAP HR: Financial Services 2017 in New York, 12-13 September.

To see the full agenda and line-up of speakers [click here](#) (no download required).