

Global HR Newsletter November / December 2014

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Welcome to ChapmanCG's 38th Global HR Update.

A consistent theme throughout the year has been the massive focus on HR analytics, and we believe this will continue to be a key area for 2015. HR leaders are working to extract higher quality, more accurate, real time data to help the business with smarter decision making when it comes to talent deployment and management.

We are ending the year seeing high HR search activity across all regions worldwide. There is a continued shortage of HR specialists at a senior and global level. HR Business Partners remain in highest demand, closely followed by specialists in the areas of rewards and HR Shared Services/Operations. We are also seeing more multinationals show flexibility on the location of roles, in order to capture the absolute best spread of HR talent.

Looking back, it has also been interesting to witness a small surge in the number of HR searches we are performing in Dubai/UAE and Istanbul. Both locations are increasingly seen as a convenient base for regional roles, being situated strategically between Europe and Asia Pacific, and also in a suitable time zone for Africa.

Most industries remain buoyant in HR hiring, although banking and financial services seems to be largely 'playing it safe' and only replacing essential roles. In this sector, there has been an even greater push this year to utilise existing talent in more efficient ways, so most of the activity that we've seen in external HR search has been in related areas such as insurance.

Having worked on more than 400 senior HR searches across the globe so far in the 2014 calendar year, the ChapmanCG team feels that the most successful companies in HR hiring, particularly in hot emerging markets, have the processes and flexibility to hire quickly. Unfortunately too many companies, in our view, are complicating HR hiring processes by including too many interview steps, and are sometimes losing out on the best talent as a result. However, we also see the logic in striving to create a feeling of familiarity for a new HR team member, even before they join the company. This can be particularly important in HR search, where feelings of trust, mutuality, values alignment and pure 'chemistry' can often be the deciding factors. We do feel, though, that in some cases a better balance of speed versus thoroughness needs to be implemented.

It has been a busy month of HR leader networking sessions across the world. Our team has held senior HR meetings in Hong Kong, Singapore, Shanghai, Beijing, Tokyo, Bangkok, Sydney, London, Zurich, Istanbul and Amsterdam. Read about these [here](#).

ChapmanCG Director, [Fiona Jury](#), has written a compelling case study on Australian enterprise software company, Atlassian, and how the organisation engages with and gets the most out of its primarily Gen Y employee base. [Tim Spriggs](#) and [Justin Chen](#) also share their thoughts on the future of talent in China and the importance of strategic workforce planning in such a market. For these and more thought leadership articles and ChapmanCG news, please click [here](#).

All the best for a good close to the year, and we look forward to staying in touch in 2015.

Click [here](#) for more articles and ChapmanCG news added since our last update, or follow the links to our latest ones below:

- [Attracting and Retaining Gen Y: Atlassian's Got the Answers](#), by Fiona Jury
- [Global Mobility - Managing a Global Workforce in 2015](#), by Graham Tollit
- [The Future of Talent in China](#), by Tim Spriggs & Justin Chen
- [Diversity & Inclusion in Asia today – a perspective from Hong Kong](#), by Ben Davies
- [How to Build a 'Future-Ready' HR Career in Japan: Adaptability & Mobility](#), by Oscar Fuchs & Yan Sen Lu
- [Moving From Mature and Emerging Markets to 'One World'](#), by Kirsty Jucker & Tim Rayner
- [Beyond the Ulrich Model – Sydney HR Leaders Discuss the Next Phase](#), by Fiona Jury & Felicity Gray
- ['One World for HR – is it Possible?' A Roundtable with Global HR Leaders in Amsterdam](#), by Ben Davies & Tim Rayner
- [ChapmanCG Brings Rewards Leaders Together for Final Networking Session of 2014](#), by Graham Tollit
- [Rules for Your Brain to Live by](#), by Tom Storey & Henri Parmentier
- [Employer Branding, Hong Kong Style](#), by Oscar Fuchs & Ringo Lau
- [Diversity & Inclusion in Istanbul](#), by Andrew Bailey
- [ChapmanCG's Jovin Tan and Qian Yin Yap Win Singapore's First Gold Medal](#), by Matthew Chapman

And finally, click [here](#) to browse a sample of the recent searches we have been conducting, or follow the links in the selection below:

Europe

- Upcoming: [Global Director Talent Management](#), based in Basel, CH
- Shortlisting: [Global HR Business Partner](#), based in Zug, CH
- Shortlisting: [Global HR Business Partner](#), based in Vienna, AT
- Interviewing: [Europe HR Director](#), based in London, UK
- Interviewing: [Global Talent Partner](#), based in Copenhagen, DK
- *Please click [here](#) to view more jobs in this region*

The Americas

- Upcoming: [Chief Human Resources Officer](#), based in Confidential, US
- Shortlisting: [Senior Director – Global Talent Management](#), based in San Francisco, US
- Interviewing: [Commercial Global VP HR](#), based in Las Vegas, US
- Interviewing: [Director, Talent Development and Global Talent Acquisition](#), based in Mexico City, MX

Singapore & Southeast Asia

- Shortlisting: [Country HR Director](#), based in Jakarta, ID
- Shortlisting: [Myanmar Head of HR](#), based in Yangon, MM
- Interviewing: [Southeast Asia HR Head](#), based in Singapore
- Interviewing: [Head of Human Resources](#), based in Jakarta, ID
- Interviewing: [Commercial HR Lead](#), based in Manila, PH
- *Please click [here](#) to view more jobs in this region*

China & Hong Kong

- Shortlisting: [Talent and OD Head](#), based in Shanghai, CN
- Interviewing: [Asia Head of HR](#), based in Shanghai, CN
- Shortlisting: [International HR Lead](#), based in Hong Kong
- Interviewing: [Group HR Director](#), based in Hong Kong
- Interviewing: [International Executive Recruitment Lead](#), based in Hong Kong
- *Please click [here](#) to view more jobs in this region*

Japan, Korea & Taiwan

- Upcoming: [“Game Changer” HR Leader](#), based in Tokyo, JP
- Upcoming: [Country HR Lead](#), based in Taipei, TW
- Shortlisting: [Japan/Guam Head of HR](#), based in Osaka, JP
- Interviewing: [Japan Head of HR Business Partnering](#), based in Tokyo, JP
- Interviewing: [Korea HR Director](#), based in Seoul, KR
- *Please click [here](#) to view more jobs in this region*

Middle East & Africa

- Upcoming: [Country Head of HR](#), based in Istanbul, TR
- Upcoming: [Middle East Africa OD & Talent Lead](#), based in Dubai, UAE
- Shortlisting: [HR Lead](#), based in Istanbul, TR
- Interviewing: [Director, Talent Development Developing Markets](#), based in Dubai, UAE

We hope you have enjoyed this edition of our update,

Matt and the team at ChapmanCG

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About The Chapman Consulting Group

The Chapman Consulting Group is an executive search firm dedicated to the Human Resources profession across the globe. Headquartered in Singapore, we enjoy strong links to the global and regional headquarters of many of the world's top multinational companies, where we partner directly with both business leaders and HR Heads. Working flexibly across geographical borders to source world-class local and international HR talent, we help build Human Resources leadership teams across a variety of worldwide locations and across all industry sectors.