

**Global HR Newsletter
January / February 2015**

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The Chapman Consulting Group**January / February 2015**

Welcome to the first ChapmanCG Global HR update for 2015.

While the world economy remains largely buoyant and this is translating into an on-going, healthy demand for Human Resources hiring, we continue to see leading companies highlight "value for money" as a key consideration when acquiring talent. This feeling of cautious optimism has meant that we have often found ourselves advising HR professionals at all levels to maintain a realistic view of their value in the marketplace. For some global searches in 2014, we found clients asking us to avoid geographies that were perceived as 'expensive' (e.g. China and Brazil), in favour of geographies where top HR talent tends to be more flexible and affordable (e.g. Spain, Mexico, Australia/New Zealand). We also observed companies continuing to move away from expat packages. Even for in-country relocations, we have seen companies gravitate towards individuals who were viewed as 'easy and inexpensive' to relocate.

During the course of this year, we expect that more organisations will further consolidate their HR functions to eliminate non-essential positions, due to a continued focus on cost reduction. 'Fewer, better people' is a phrase that we are hearing often from CHROs. Advances in technology will continue to drive greater efficiency, particularly within HR Operations, Rewards, Talent Acquisition and Talent/Performance Management programmes.

In 2015, we will continue to see business talent crossing into HR, with a greater focus on organisation-wide talent mobility and management (as opposed to only looking within the Human Resources talent pool). Increasingly, companies are only going to market for HR talent if there is an expert skill needed. At the same time, we have talked recently to a few senior HR leaders who were considering business/non-HR roles as options for a next career step. These have been interesting conversations, as we find that among CHROs a polarised view exists as to whether a 'pure' HR resume is preferable to a hybrid profile that includes experience outside of the HR profession.

Global HR positions are moving to emerging markets at a rapid rate, best evidenced by the number of pan-continental roles springing up in Singapore, China and Hong Kong. In spite of this trend, we do not predict a mass exodus of CHROs from North America and Europe. The shift is more common in international second-in-command and HR team leadership roles. Simultaneously, we are seeing a greater representation of emerging markets HR talent coming to North America and Europe to join global HR leadership teams, resulting in significant push for this talent to take on international assignments. We have also noticed that for CHROs and very senior HR positions, companies are becoming increasingly flexible on location, in order to retain a top performer or attract an HR leader who would otherwise not be available to them. We are currently working with one major European multinational whose CHRO has chosen a U.S. base, and we expect to see more of these examples emerge in 2015.

There will be a continued move towards specialisation within the HR profession in 2015. The hottest skills demanded right now remain HR Operations, HR Data Analytics and Rewards. Specialist experience in Talent Management is also in short supply, particularly within emerging markets. Generalists who have deep specialist experience in one or more of these skills are commanding a higher premium than their peers. Talent Acquisition specialists with strong technology and research skills are also very much sought after.

ChapmanCG has announced plans to hold 65 HR Leader networking groups around the world in the first half of 2015, in addition to our regular webinars. Confirmed locations include New York, San Francisco, London, Paris, Zurich, Basel, Copenhagen, Amsterdam, Dubai, Istanbul, Singapore, Hong Kong, Tokyo, Shanghai, Mumbai, Beijing, Taipei, Seoul, Sydney, Auckland, Jakarta, Kuala Lumpur and Bangkok. We will keep you posted on these as our plans solidify in the months ahead.

We hope you've had a good start to 2015, and we look forward to staying in touch.

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

- [The Top Five Reasons you Should Hire HR Talent with International Experience](#), by Fiona Jury
- [Japanese Culture and its Impact on Japan HR Practices: An Overview](#), by Yan Sen Lu
- [Lessons in Resilience](#), by Arti Rana
- [The Elephant in the Room: The Mistrust Between Talent Acquisition Leaders Inside and Outside Japan](#), by Oscar Fuchs
- [The War for Talent in China](#), by Katherine Qu
- [The Positive Effect of Generation Y](#), by Tim Spriggs
- [The Chapman Consulting Group and GSK Co-host Singapore Talent Roundtable](#), by Siew Chin Foo
- [CEO Matthew Chapman and International President Stefanie Cross-Wilson Host Americas Webinar on Global HR Trends in 2015](#), by Matthew Chapman & Stefanie Cross-Wilson
- [ChapmanCG Brings Rewards Leaders Together for Final Networking Session of 2014](#), by Graham Tollit

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: [International HR Director](#), based in London, UK
- Interviewing: [Global VP Compensation & Benefits](#), based in Amsterdam, NL or Dubai, UAE
- 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

- Shortlisting: [Chief Human Resources Officer](#), based in Confidential, US
- Shortlisting: [Chief Human Resources Officer](#), based in Confidential, US
- Shortlisting: [SVP Human Resources - Operations](#), based in Confidential, US
- Interviewing: [Director, Talent Development and Global Talent Acquisition](#), based in Mexico City, MX

Singapore & Southeast Asia

- Upcoming: [APAC HR Director](#), based in Manila, PH
- Shortlisting: [Southeast Asia HR Director](#), based in Singapore
- Shortlisting: [APAC HR Director](#), based in Singapore
- Interviewing: [Asia Pacific HR Head](#), based in Singapore
- Interviewing: [Country HR Director](#), based in Jakarta, ID
- *Please click [here](#) to view more jobs in this region*

China & Hong Kong

- Shortlisting: [Hong Kong HR Head](#), based in Hong Kong
- Shortlisting: [China HR Director](#), based in Guangzhou or Shenzhen, CN
- Interviewing: [APAC HR Business Partner](#), based in Shanghai, CN
- Interviewing: [International Executive Recruitment Lead](#), based in Hong Kong
- Interviewing: [International HR Lead](#), based in Hong Kong
- *Please click [here](#) to view more jobs in this region*

Japan, Korea & Taiwan

- Upcoming: [Korea Country HR Leader](#), based in Seoul, KR
- Shortlisting: [Senior HR Business Partner](#), based in Taipei, TW
- Shortlisting: [Japan C&B Head](#), based in Tokyo, JP
- Interviewing: [Japan HR Director](#), based in Nagoya, JP
- Interviewing: [Japan HR Director](#), based in Tokyo, JP
- *Please click [here](#) to view more jobs in this region*

Middle East & Africa

- Upcoming: [Country Head of HR](#), based in Accra, GH
- Shortlisting: [HR Leader](#), based in Istanbul, TR
- Shortlisting: [Global Talent Management Manager](#), based in Dubai, UAE
- Shortlisting: [Global Rewards Manager](#), based in Dubai, UAE
- 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.