

Global HR Newsletter March / April 2015

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Welcome to our Global HR Update for March/April 2015.

We have experienced a busy first quarter of HR movements around the world, so it has been a good start to 2015. However, we expect March and April to largely 'set the tone' for the year ahead in terms of overall HR search activity, given so many companies are paying out bonuses from the end of February to early April. We anticipate that all regions will be vibrant, but we will be keeping an eye on whether search activity in Europe remains static, given recent economic issues and currency fluctuations. China's economy has recently been growing at slower rates than expected too, but we are still seeing strong demand for HR talent in Shanghai and Beijing in particular.

Within U.S. and European headquarters, we are hearing global HR leaders talking far less about day-to-day fire fighting than in recent years, and more about longer term investment in HR talent. Talk among CHROs has a greater emphasis on succession planning, the better utilisation and integration of the Talent function, and long-range and cross-border career planning for HR team members. Also high on the agenda are the sophisticated disciplines of HR Analytics and Strategic Workforce Planning, and we predict the continued fusion of HR and technology in the coming months. We are also seeing a hunger for creative 'number 2's' who can innovate, particularly where they bring in first-hand experience of how current global HR strategy is interpreted and operationalised in other key markets around the globe. To illustrate this last point, we'd report as many as 50 per cent of our 'elite' HR searches in Q4 2014 and Q1 2015 are demanding returnees, or talent willing to move to a second or third country. Clearly, CHROs are placing a premium on HR talent who have lived and worked in other countries and regions, as opposed to those holding global roles from a single home location.

At regional headquarter locations, a particularly pronounced trend we have seen in recent times is a greater emphasis on Diversity and Inclusion. While the function has been increasingly accepted at the global level, it has taken a few years to 'trickle down' to the regional level. But we are now seeing more companies looking for D&I leaders in regional headquarter locations, and fostering a broader understanding of the business case for this specialisation. We've also noticed a continued 'coming of age' of the Talent function at the regional level. In rapid growth markets and especially Asia Pacific, companies are shifting focus away from huge Talent Acquisition targets, and are now fostering more homegrown talent. These strategies are not only useful for on-going engagement of key talent; they also serve as a differentiating factor against local competitor organisations, notably in China. Activity for regional and global HR roles has been particularly high in Dubai, with many companies now splitting off the Middle East from the old EMEA structures based in Europe. Singapore and Shanghai remain the biggest hotspot locations for HR talent in Asia Pacific. The United States continues to recover lost ground, and there we have seen a robust increase in HR search activity in 2015. There is also a growing hunger for top Latin American HR talent. Many organisations are making investments in regional and country HR leadership roles, particularly in Brazil, in spite of some recent local economic slowdown.

Our biannual HR Networking series has made a great start, with meetings already completed in London, Paris, Tokyo, Seoul, Dubai, Istanbul, Hong Kong and Shanghai. We have already published the write-ups from some of these meetings, with the rest coming online in the next few weeks. Many thanks to all our HR friends at the following companies for hosting this series at their offices around the world: Accenture (Singapore), adidas (nr Nuremberg), AIG (London), American Express (New York),

APM Terminals & Damco (The Hague), AstraZeneca (Gothenburg), Baxter (Tokyo), Bayer (Tokyo), British American Tobacco (Istanbul), Campbell Arnotts (Sydney), Carlsberg (Copenhagen), CIGNA (Seoul), Cisco (Tokyo), Coach (Tokyo), COFRA (Zug), Commerzbank (Frankfurt), Dow Chemical (Shanghai), EY (Hong Kong), Facebook (New York and San Francisco), Gap (San Francisco), GlaxoSmithKline (London), Hilton (Tokyo), International SOS (Singapore), Liberty Mutual Group (Singapore), LinkedIn (Singapore), Maersk (Dubai), Macquarie Group (New York), Medtronic (Taipei), Merck/MSD (Tokyo), MetLife (New York), Microsoft (Istanbul and Dubai), Monsanto (Singapore), Moody's (Hong Kong), Morgan Stanley (Hong Kong), Philips (Dubai), Roche (Basel), Sanofi (Paris), SAP (Shanghai), Hewlett-Packard (Shanghai), State Street (Tokyo), Swarovski (nr Zurich) and TomTom (Amsterdam). More details about this and past HR Leaders Networking Series can be found at <http://chapmancg.com/hr-networking>.

This month we welcome two new members to the ChapmanCG team: [Alan Mait](#) in New York, and [Paul Jury](#) in Sydney. Alan will be working on our North America based search work, while Paul will be taking on the Group General Manager role within The Chapman Consulting Group. With Paul on board to look after internal operations, Matthew Chapman, our CEO, returns to a 100 per cent focus on our HR network, and we are very excited by this. Both Paul and Alan are well known from their previous positions, so we're thrilled to have such depth of talent joining us.

We hope you've enjoyed a productive first quarter, 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:

- [Paul Jury Joins ChapmanCG as Group General Manager](#), by Matthew Chapman
- [Gamification: Disrupting the HR Game](#), by Fiona Jury
- [London-Based HR Leaders Discuss HR Innovation](#), by Matthew Chapman
- [Emerging Markets – Has HR Got it Right?](#), by Andrew Bailey
- [The Compelling Singapore Proposition](#), by Siew Chin Foo
- [What Can HR Leaders do About Diversity & Inclusion in Relatively Homogenous Societies: The Example of Korea](#), by Ringo Lau
- [Alan Mait Joins ChapmanCG as Director, Americas](#), by Stefanie Cross-Wilson
- [Inspiring Ideas for Nurturing Future HR Leaders in Japan](#), by Oscar Fuchs
- [Employee Branding Strategies: What Works in Japan](#), by Yan Sen Lu
- [Is Emerging Markets Experience for You?](#), by Tom Storey & Henri Parmentier

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: [Regional Head of Learning](#), based in London, UK
- Shortlisting: [Global Head of HR - Quality](#), based in Amsterdam, NL or New Jersey, US
- Shortlisting: [Global HR Business Partner](#), based in Copenhagen, DK
- Interviewing: [EMEA HR Project Lead](#), based in Luxembourg, LU
- Interviewing: [Europe HR Director](#), based in London, UK
- *Please click [here](#) to view more jobs in this region*

The Americas

- Shortlisting: [Global Head of HR - Quality](#), based in New Jersey, US or Amsterdam, NL
- Shortlisting: [Country HR Manager](#), based in Campinas, Brazil

- Shortlisting: Chief People Officer, based in Confidential, US
- Shortlisting: SVP Human Resources – Business Process Outsourcing, based in US, IN or PH
- Interviewing: Head of Remuneration and Benefits, based in Denver, US or Melbourne, AU

Singapore & Southeast Asia

- Shortlisting: HR Consulting Lead, based in Ho Chi Minh City, VN
- Interviewing: APAC Head of C&B, based in Singapore
- Interviewing: APAC Director of HR, based in Manila, PH or Singapore
- Interviewing: Thailand HR Leader, based in Bangkok, TH
- Interviewing: APAC Regional HR Services Lead, based in Singapore
- Please click [here](#) to view more jobs in this region

China & Hong Kong

- Upcoming: China HR Director, based in Shanghai, CN
- Shortlisting: Asia HR Director, based in Hong Kong
- Shortlisting: International HR Director, based in Shenzhen, CN
- Shortlisting: China HR Head, based in Shanghai, CN
- Interviewing: Senior Director Asia HR Operations, based in Shanghai, CN or Hong Kong
- Please click [here](#) to view more jobs in this region

Japan, Korea & Taiwan

- Shortlisting: Korea Head of Human Resources, based in Seoul, KR
- Interviewing: Global CHRO, based in Tokyo, JP
- Interviewing: APAC Head of HR, based in Tokyo, JP
- Interviewing: Japan HR Director, based in Tokyo, JP
- Interviewing: Taiwan HR Head, based in Taipei, TW
- Please click [here](#) to view more jobs in this region

Australia & Pacific

- Shortlisting: Head of Diversity & Inclusion, based in Sydney, AU
- Interviewing: Head of Talent, based in Sydney, AU
- Interviewing: Head of Remuneration and Benefits, based in AU or US

Middle East & Africa

- Upcoming: Middle East Africa Regional HR Head, based in Dubai, UAE
- Shortlisting: HR Leader, based in Istanbul, TR
- Interviewing: Global Talent Management Manager, 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.