There is a widespread consensus that the HR function must be redefined, and that the skills and competencies required of the CHRO and HR must be fundamentally transformed.

Chief Executive Officers (CEOs) are no longer content to be a mere catalyst for change. While in many cases, CEOs are now changing in response to crisis situations, change is often the result of proactive strategic planning and a new does not mean that the function is on the rise. CHROs and HR professionals must understand that the HR function must be redefined, and that the skills and competencies required of the CHRO and HR must be fundamentally transformed.

HRC's mission is to work with our clients to help them reach their full potential by integrating their people and organisational systems with their corporate vision and strategic intent. HR must be communicated throughout the organisation, and top managers especially must understand the critical role the HR function plays in driving the organisation towards its strategic goals. This does not happen overnight - it will take at least 3 to 5 years to bear fruit.

As Executive Recruiters, we have found the hiring of CHROs to be the most difficult Search Assignment. The supply of talented candidates is limited, and the demand is high. CHROs must be given rich opportunities to learn by more exposure to the line and business side, coaching, and inclusion in strategic discussions. Some CHROs will rise to the occasion; others will fall by the wayside.

CHROs described the HR function in their companies as "strategic" and saw the HR function as a "Value Creator" as opposed to a "Cost Centre". We take this to mean that HR professionals should be integrated with the executive team to create people strategies that deliver tangible results. CHROs must understand that they are lifting HR into the inner sanctum and the CHRO's contributions will be analogous to the CFO's.

To make a successful transformation, the HR function will have to shift from traditional administration and compliance to strategic initiatives and job-related activities. The CHRO must be capable of showing the CEO and other Executives what they should care about and why. That means articulating on every people-related topic with data to solve classic HR problems relating to talent management and productivity issues. So the HR team must be capable of talking to the CFO and the CHRO. They see this as the best way of linking financial metrics with the people who produce them, signalling to the community that you are lifting HR into the inner sanctum and the CHRO's contributions will be analogous to the CFO's.

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There is widespread consensus that the HR function must be redefined, and that HR and CHROs must be comprehensively overhauled.

Chief Executive Officers (CEOs) see HR as major issue for change. While in many cases, CHROs see change as focusing on cost cutting in response to cash shortages, others think it requires new way of engaging and managing people. And more than 90% of CEOs, 90% of CHROs and 80% of HR professionals believe that HR is not able to deliver solutions that meet the strategic needs of the business.

There is a widespread consensus that the HR function must be redefined, and that the skills and competencies required of the CHRO and CHROs must be significantly enhanced.

To make a successful transformation, the HR function will have to shift their traditional administrative, compliance and service role and adopt the new role concerned with developing the organization and the capabilities of its leaders. This new role requires people with different professional outlooks, skills and identity. HR requires first-rate analytical minds, comfortable with business financials and not particularly aware of HR issues, and also requires HR professionals who care deeply about people, and who are capable of successfully managing change.

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You cannot just send a memo to the CHRO and say, 'You have to be an Executive Officer.' The HR professional must learn to sit in the boardroom and be able to have a real impact on the decision making of the board. The role of the CHRO is central to the success of the transformation of the organization. The CHRO must be given the opportunity to develop into an executive officer. This means that HR must be integrated into the executive team.

The Human Resource function requires an extreme makeover driven by the need to deliver greater business impact and drive HR and business alignment. CHROs are not only concerned with aligning the HR function with the business, but also with delivering results. CHROs are not only concerned with aligning the HR function with the business, but also with delivering results.

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