



Next Generation CHROs Success Mantras



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The CHRO Role Today



Key Success Factors



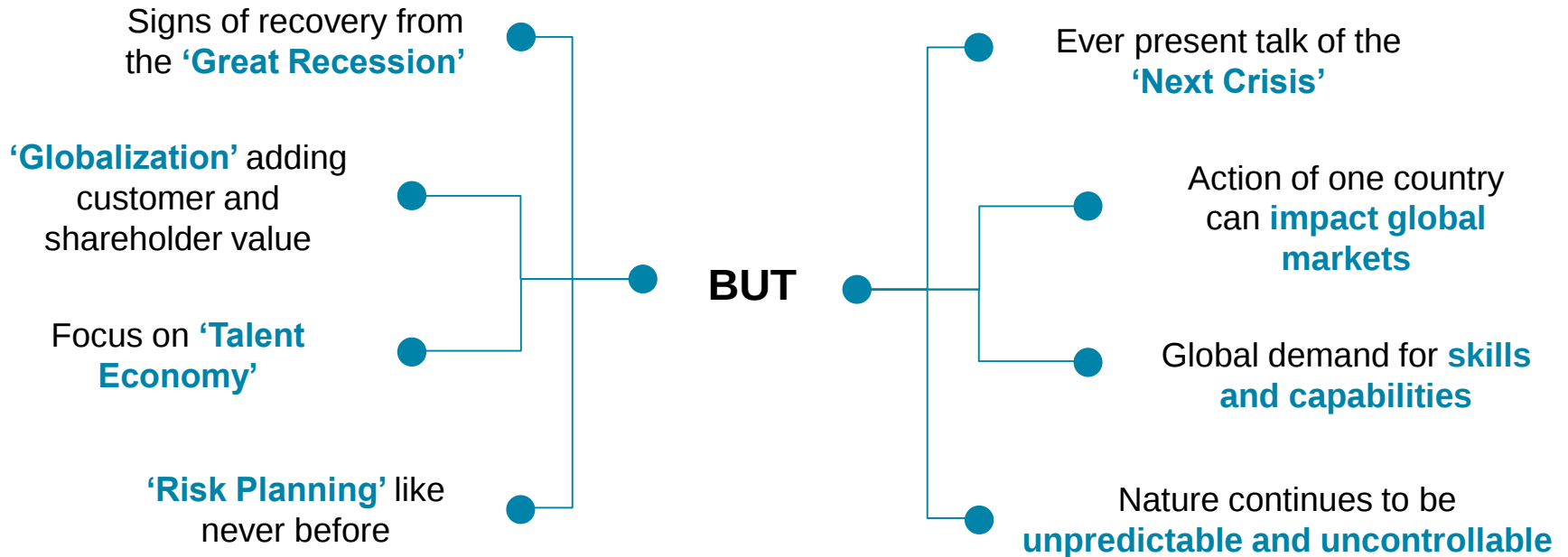
Developing Future CHRO Capabilities



Introducing Next Generation CHRO Programme

The CHRO Role Today

VUCA Environment and its Impact



Volatile
Uncertain
Complex
Ambiguous





CHRO

is a critical stakeholder

Many organizations' HR functions have responded to the challenges of the VUCA world, and there is recognition of the fact that the CHRO is a critical stakeholder in defining the strategy of a firm



The CHRO Role Today

As the Importance Has Risen, So Have the Expectations



Is HR developing its own leaders to meet the expectations of a dynamic environment?



- Thorough understanding of business strategy and the **link to human capital strategy**
- **Board presence** and experience
- Confidant and **advisor to the CEO**
- **Talent scout** and developer of potential
- Insights based on **data and analytics**

- Lack of a **clear plan** to become CHRO
- Few **cross-functional moves** within HR
- Limited **moves to other business functions** or operations
- Need to balance relationship skills with **data and analytics** capabilities
- Limited **Board exposure**



Key Success Factors

What Background Gives You the Best Chance at Becoming a CHRO?



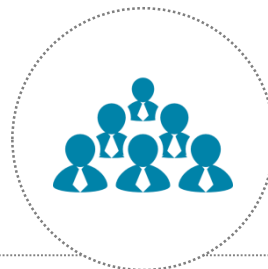
A majority of the CHROs are not career HR professionals

60% of the CHROs are hired externally, only 40% are home-grown

Did you know?



Career HR



Staff



Line HR



Consultant



Career Mix

Key Success Factors

What Does It Take to Be a Successful CHRO?



Different HR Experiences



Even career HR professionals took up multiple roles in HR in a planned manner.

Certain firms, like Pepsi, are actually breeding grounds for future CHROs by allowing them to plan their careers and seek experiences.

Global Mindset



It is important to be a part of (and hopefully lead) global initiatives, even if you are not placed abroad

Business Experience



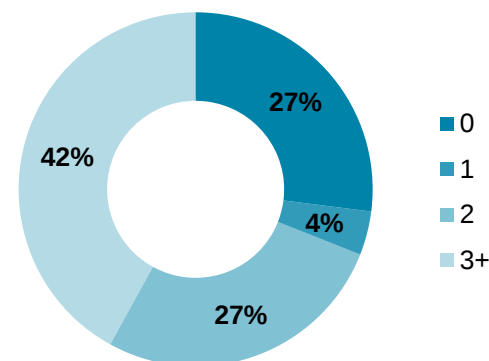
Taking up rotations / assignments in a line role helps build commercial and business acumen

Business Exposure



Changing industries expands your horizons and also may get you to the CHRO position quicker

Number of times CHROs changed their industries



Key Success Factors

Capabilities Needed by a CHRO Today...and Tomorrow



Emerging Capabilities of Future CHROs

Data- and analytics-based decision making, using data as a means to establish credibility of the HR function

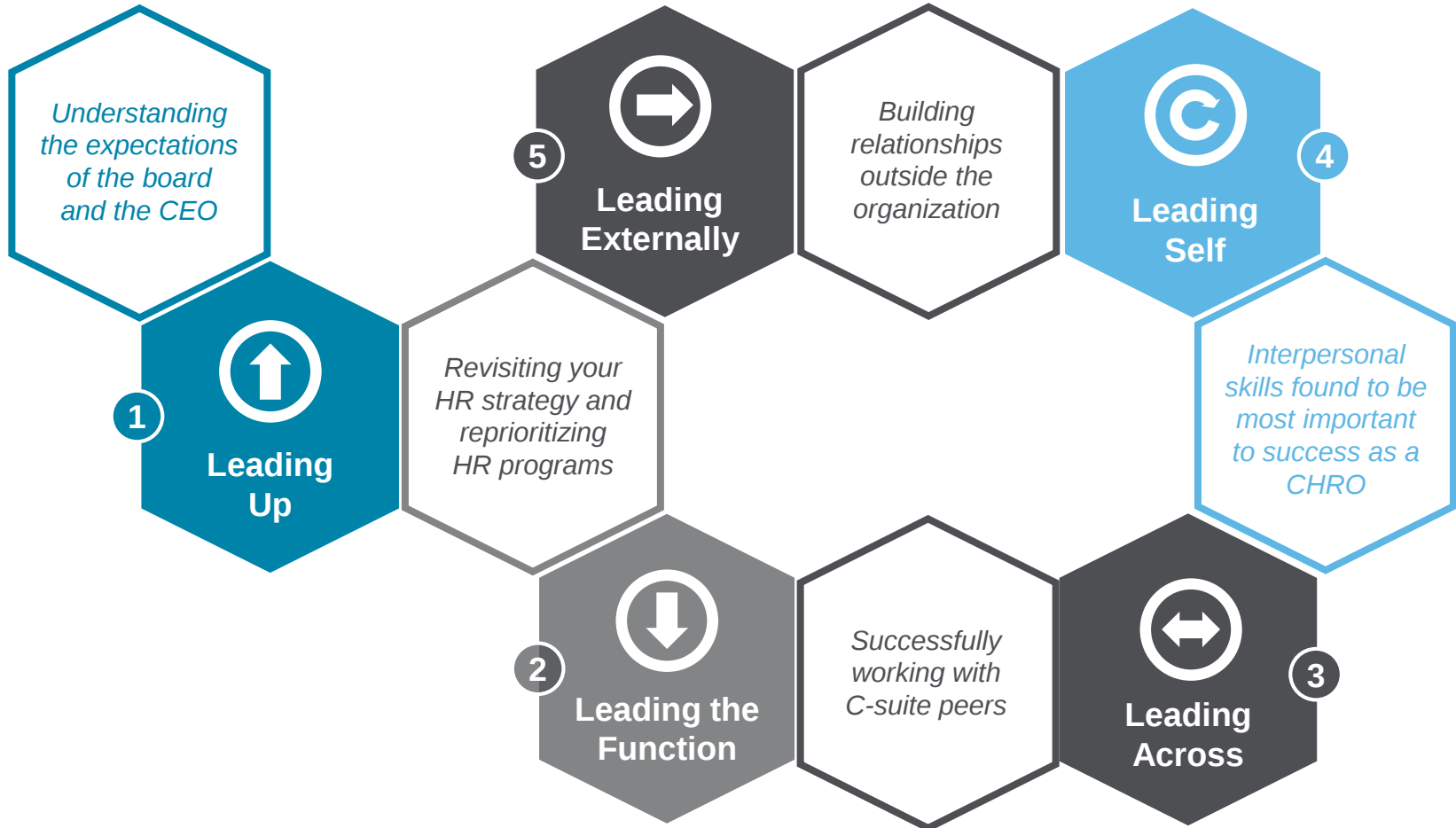
Architect and assessor of the shift in organizational culture; ensuring alignment of HR programs to cultural imperatives

Proactively mapping organizational capability needs to the future strategy of the firm

Playing the role of an internal and external **talent scout**

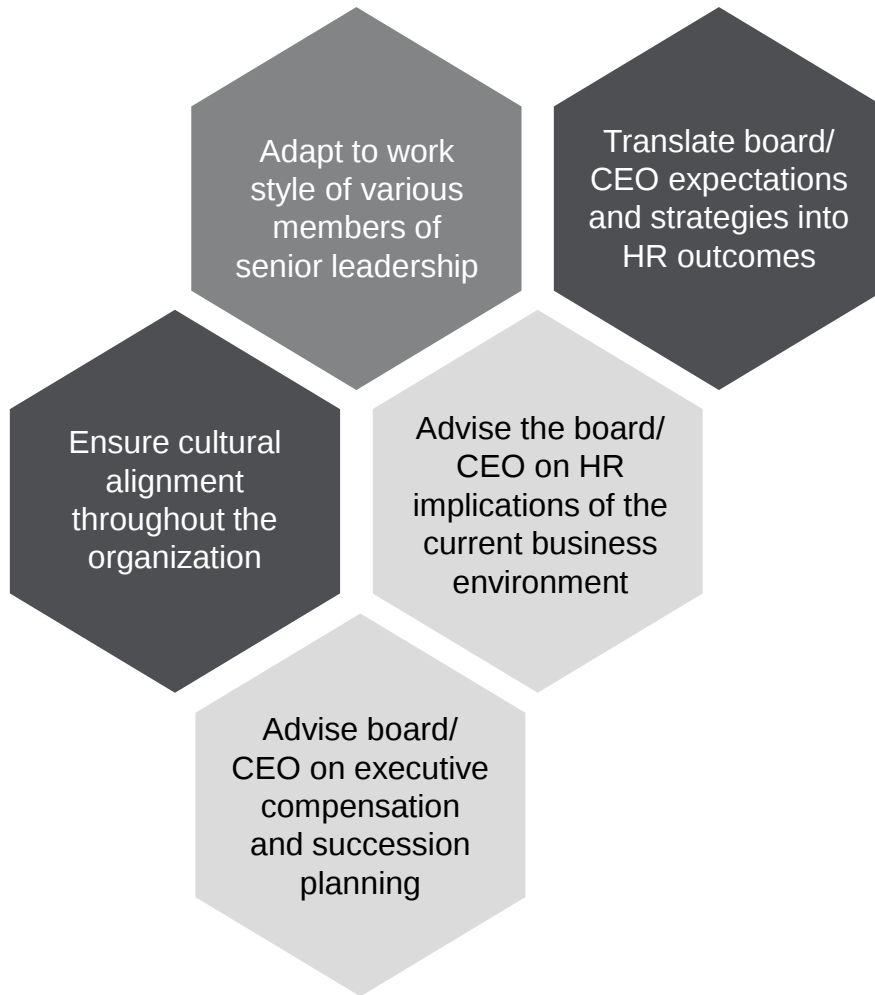
Developing Future CHRO Capabilities

An Overview



Developing Future CHRO Capabilities

Leading Up: Expectations of the Board and CEO from the CHRO



Importance of board exposure and executive compensation

- » **84%** of CHROs highlighted executive compensation as a key requirement
- » **66%** of CHROs had prior board exposure

Developing Future CHRO Capabilities

Leading the Function: Expectations from the HR function



Specific actions based on organizational context



Founders

CHRO is trying to establish/reestablish the relevance of HR in the firm



Transformers

CHRO is leading the organization's transformation as a member of the executive team

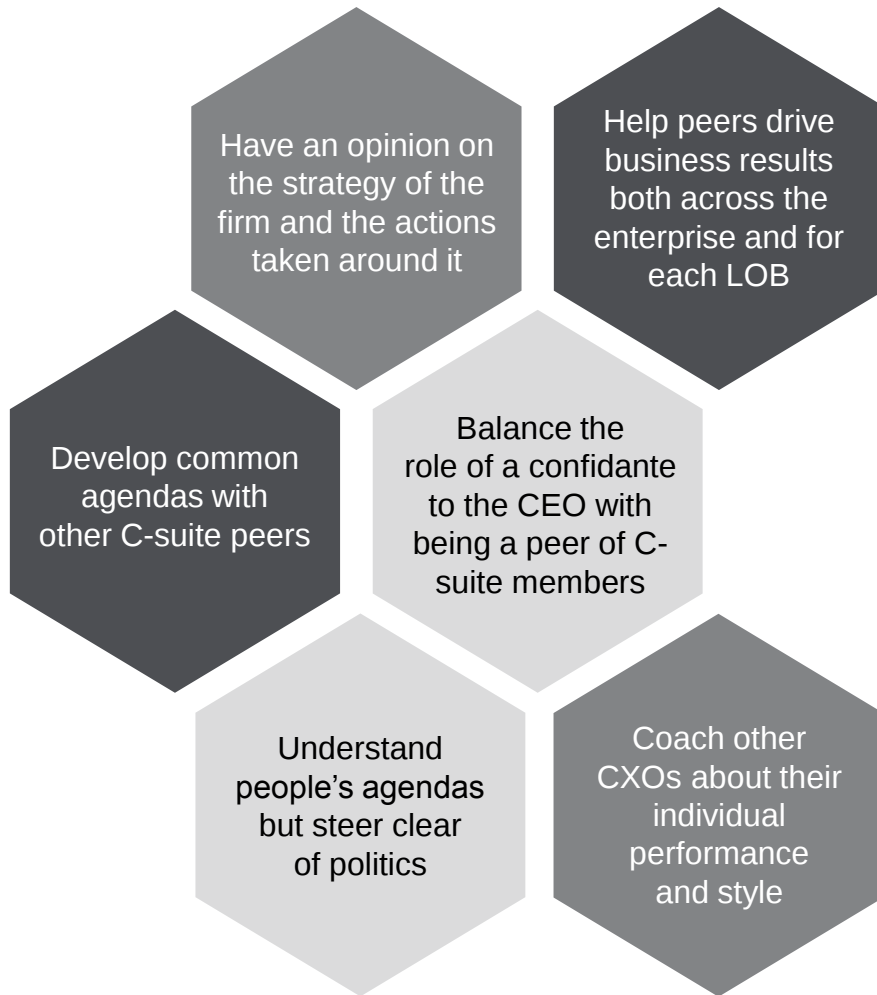


Directors

CHRO's role is to align, optimize, streamline, and prove that the HR function can perform efficiently and create even more impact

Developing Future CHRO Capabilities

Leading Across: Expectations of Peers in the C-suite

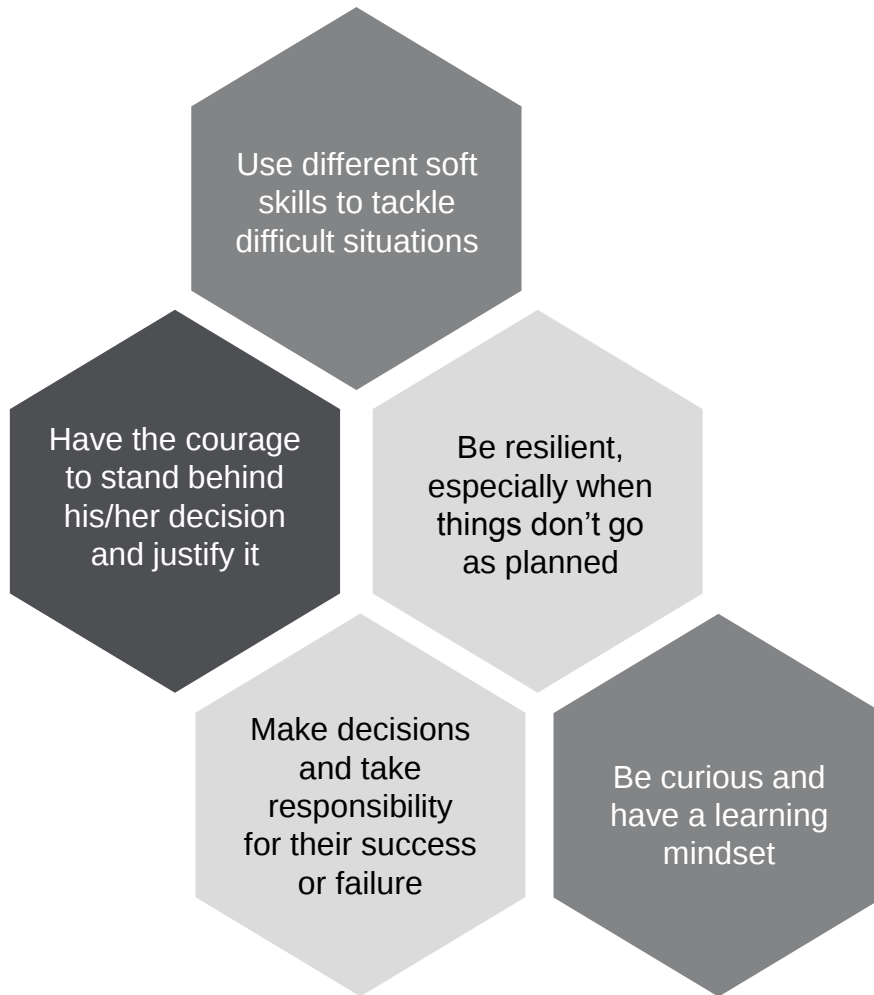


Unique relationship with the CFO

- » CHRO and CFO handle the two most important kinds of capital: **human and financial capital**
- » **Unique roles** to advise from a point of impartiality and objectivity
- » Boards and CEOs expect the CHRO and CFO to present **a common agenda**

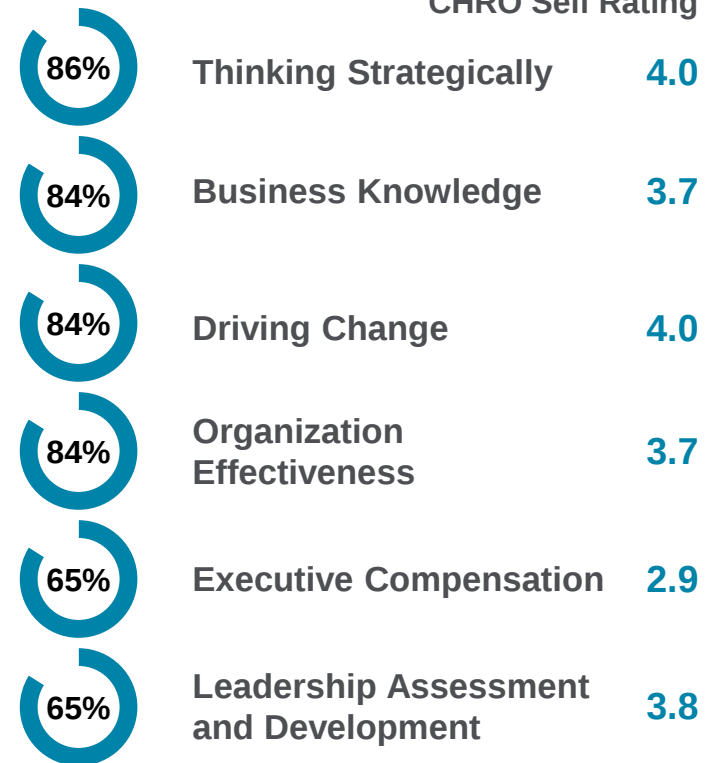
Developing Future CHRO Capabilities

Leading Self: Expectations of the Organization



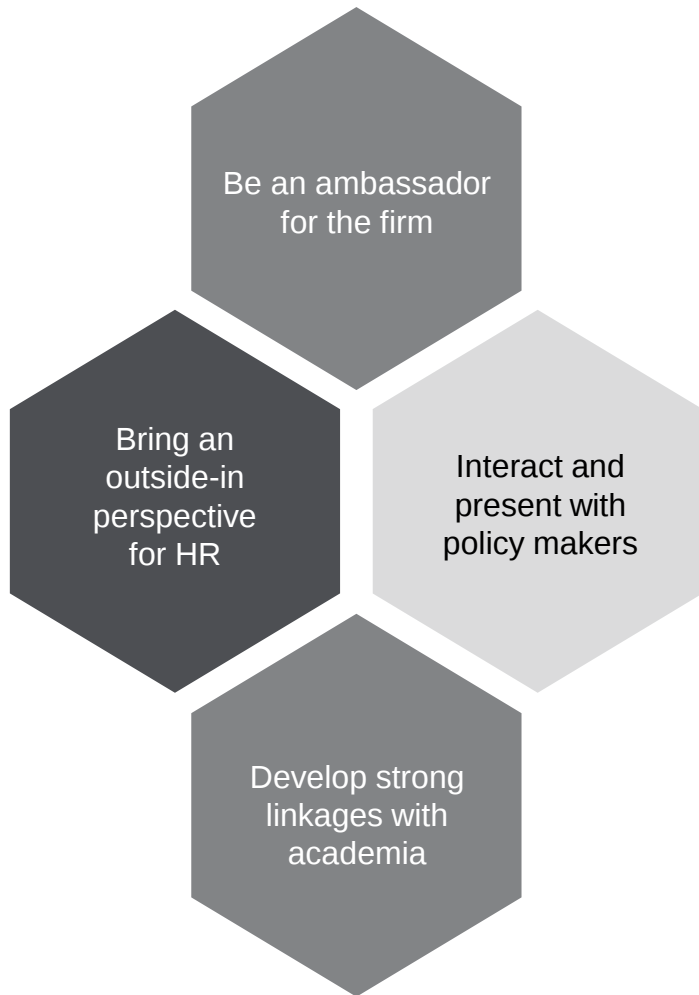
CHRO Top Functional and Behavioral Competencies

CHRO Self Rating



Developing Future CHRO Capabilities

Leading Externally: Expectations of the External World



Regulators: Bane or boon?

- » Since recession, the **regulatory oversight** has increased
- » Regulators monitor the **risk culture** of organizations, but the processes can be cumbersome
- » Some organizations use regulators as **sounding boards** for risk processes

Developing Future CHRO Capabilities

Suggested Actions for CHRO aspirants



Assess your “fit”
into an organization
before joining it



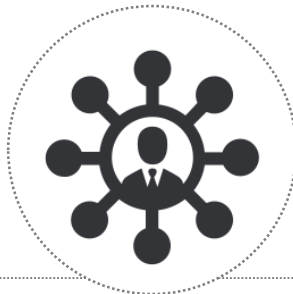
Structured Translation
of business strategy
into HR



Gain board exposure
to get direct interaction
with the board



Coach peers to
handle their own issues



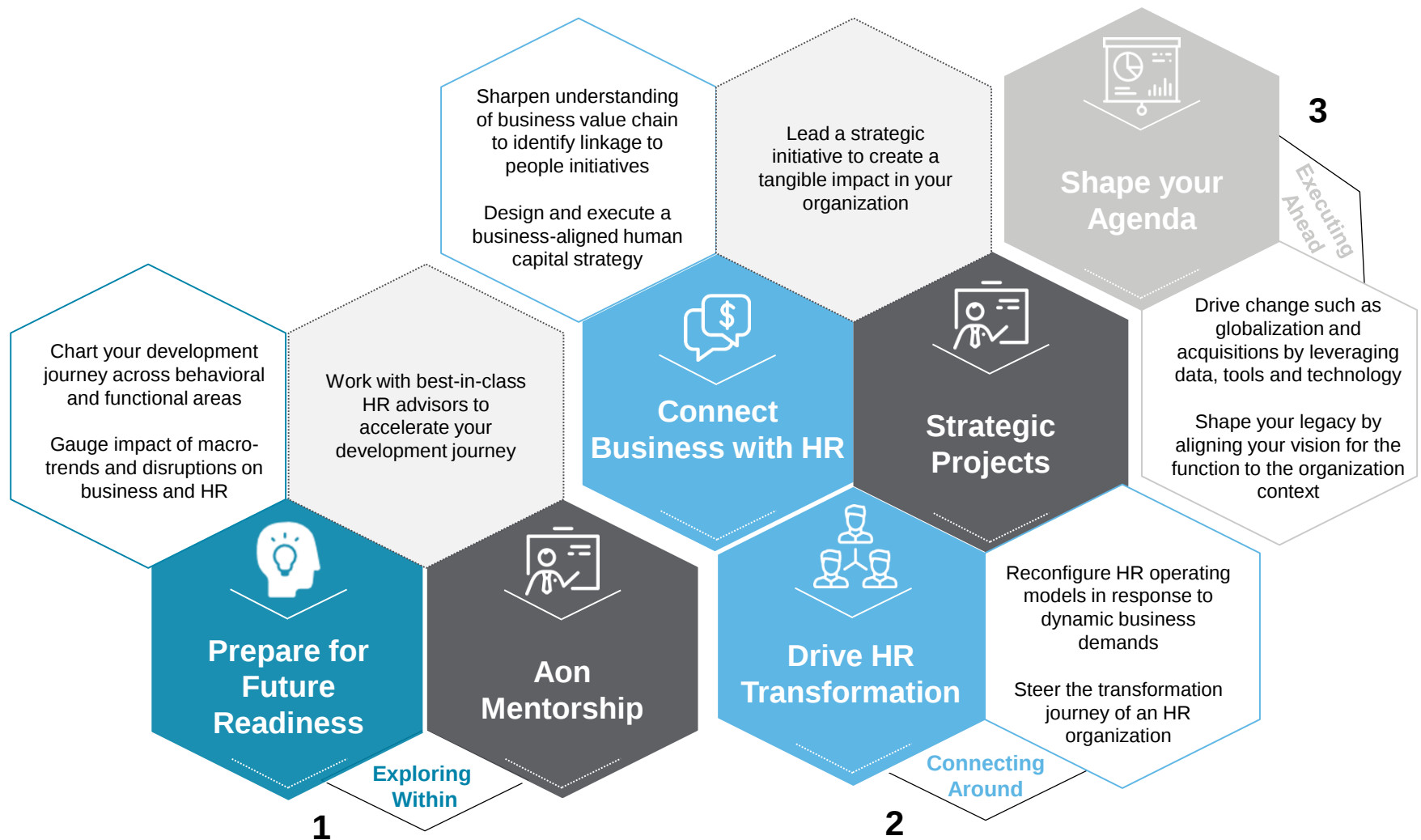
Maintain a network
to keep abreast of changes



Self-awareness
is key

Introducing Next Generation CHRO Programme

Learning Journey



Introducing Next Generation CHRO Programme

Dates and Registration



21-25 Oct, 2019



03-07 Dec, 2019



07-11 Jan, 2020

Last date of Registration: 05 October 2019



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About Indian Institute of Management Bangalore

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