

PeopleMoves—Asia Pacific

April – June 2011



We hope you enjoyed our Q1 newsletter, and many thanks to those of you who provided feedback. We are seeing demand for HR leaders peak in the region, and through our day to day work discussing strategic Human Capital issues with senior business leaders across Asia, it is evident that the CHRO is increasingly required to be a business partner and a key member of the CEO's Inner Cabinet. This quarter we take a look at:

What do CEOs look for from their Chief Human Resources Officer in Asia?

There are four core competencies that allow the organisation to adapt to the high velocity of globalisation and the dynamic competitive landscape for leadership talent.

Firstly, CEOs want their CHRO to possess deep knowledge of the individual country's approach to talent management so they can connect with the unique culture of a country and company, and deliver talent strategies that align with the way the CEO approaches HR. Tactics vary, but follow a common theme: companies are beginning to differentiate themselves on the value they attribute to Human Capital and its potential to impact the business strategically and commercially.

A closer look reveals differences between markets. China is a complex and dynamic landscape where globalisation is highlighting any limitations of the current organisation around (but not limited to) talent, employer brand, remuneration and its ability to fully service both customers and shareholders. This in turn is driving thinking about the strategic value of Human Capital, and a shift away from administrative duties, despite a paucity of strategic HR leaders locally. In Japan, by contrast, CHROs may focus on excellence in HR processes and mapping out a practical path to globalisation and supporting that through attracting global talent – see Shiseido's appointment in the next section of this newsletter as an example. In Japan, as in China, technology will be a key tool in transforming HR in the short-term. In Australia, the HR Director is regularly asked to brief the Remuneration Committee on strategic directions in compensation – a hot topic which commands great external interest amongst shareholders.

Secondly, the CHRO has to understand the business. The CHRO must be able to tie every talent solution to the commercial opportunities and challenges, and measure them in terms of core business results. The faster the world moves, the more a CEO needs a CHRO who is ready with global talent that aligns with the business strategy and creates investor wealth.

Thirdly, the CHRO should be able to build a reservoir of diverse talent. The CHRO should build teams from different cultures and keep leaders at ease by anticipating problems and offering objective, data-driven solutions backed up by a culture of engagement and performance. Talent leaves when the work is not consistently meaningful and rewarding – no matter the business performance.

Finally, the CHRO is increasingly the confidante of the CEO and is seen as a strategic advisor on even the most confidential matters such as CEO succession planning. This coveted seat at the top table is earned through harnessing people capability to deliver the customer proposition and to increase shareholder value.

Regional HRO appointments

Aon Corporation

- Shailja Singh has been promoted to Head of Human Resources, Asia ARS. Ms. Singh was formerly the HR Leader—HR Outsourcing Services, Asia from Hewitt Associates. (Singapore)

Asciano

- Alex Badenoch has been appointed Director of Human Resources at Asciano. Ms. Badenoch was previously Executive Director of Organisational Director and Talent at Telstra. (Australia)

Baidu

- Liu Hui has been appointed Vice President of Human Resources. Prior to joining Baidu, Mr. Liu worked at Motorola for more than a decade and most recently served as Vice President of Global Human Resources. (China)

Carlson Hotels

- Deborah Peterson has been appointed Director, Human Resources, Asia Pacific. Ms. Peterson previously headed a coaching and human capital development consultancy. (Singapore)

Daikin

- Katsuyuki Sawai has been appointed Executive Officer, Human Resources and Secretary's Office. Mr. Sawai was Executive Officer, Chief Director of Low Temperature Business, Deputy Chief Director of Air-conditioning Production and Leader of the T.J. Project. Masanori Togawa, his predecessor, has been promoted to President of the company. (Japan)

Hong Kong Exchanges and Clearing Limited (HKEx)

- Joseph Meyer has been appointed the first Chief Administrative Officer of HKEx. Mr. Meyer will be to oversee the company's major projects, Administration Department and Human Resources Department. With 30 years experience in the financial services industry, his most recent position was Representative Director of Chi-X Japan. (Hong Kong)

IBM

- Robin Suess has been appointed Executive Officer-Human Resources. Mr. Suess was replaced by Kuniya Tsubota who has been seconded to IBM headquarters as Vice President, Employee Compensation and Recognition. Mr. Suess was formerly Vice President, Human Resources, Global S&D/Labor and Employee Relations. (Japan)

Ingersoll Rand

- Vivian Wang has been appointed Vice President of Human Resources for Climate Solutions, Asia. Ms. Wang joined Ingersoll Rand from Eaton, where she was the BU HR Director for Asia. (China)

International SOS

- David Wells has joined the company as General Manager, International Human Resources. Mr. Wells moved to Singapore from London, where he was the Director, Human Capital of Ernst & Young. (Singapore)

Itochu Corporation

- Fumihiko Kobayashi has been appointed Executive Officer, Director of Human Resources and General Affairs. Mr. Kobayashi was formerly Executive Officer, Director of General Affairs. (Japan)

Mitsubishi Corporation

- Hideyuki Nabeshima has been appointed Member of the Board, Senior Executive Vice President, Corporate Functional Officer (Corporate Communications, Corporate Administration, Legal & Human Resources) Chief Compliance Officer. Mr. Nabeshima previously served as an Executive Vice President of Mitsubishi Corp., Senior Vice President and General Manager of Corporate Planning Department of Mitsubishi Corp.

NTTDoCoMo

- Kazuhiro Yoshizawa has been appointed Senior Vice President, Managing Director of Human Resources Management Department. Mr. Yoshizawa was previously Senior Vice President, Managing Director of Corporate Marketing Department II. He joined the company in 1979. (Japan)

Pacific Andes

- Selina Wong has been appointed Head of Human Resources of Pacific Andes International Holdings. Ms. Wong was most recently with Checkpoint Systems, where she was Senior Director HR, Asia Pacific. (Hong Kong)

Shiseido

- Shigeto Ohtsuki has been appointed Corporate Officer, General Manager of the Personnel Department. Mr. Ohtsuki joined Shiseido from Hewlett Packard where he was engaged as HR Director, Enterprise Services, Asia Pacific Japan. Previously, he held key HR management roles at IBM Japan, GE Japan and Hitachi, Ltd. (Japan)

Showa Shell

- Katsuaki Shindome has been appointed Executive Officer, Group Functions (Human Resources, General Affairs, and Internal Control Promotion). Mr. Shindome was formerly Executive Officer, Manager of Kinki Office. (Japan)

Spotless

- Amber McDougall has been appointed Group General Manager for Human Resources at Spotless. Previously Amber was the Director, People and Capability at Coles Group. (Australia)

Russell Reynolds Associates is a leading executive search and assessment firm. Our presence in Asia has been established for more than 30 years, and we have nine offices: Beijing, Shanghai, Hong Kong, Tokyo, New Delhi, Mumbai, Singapore, Sydney and Melbourne.

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