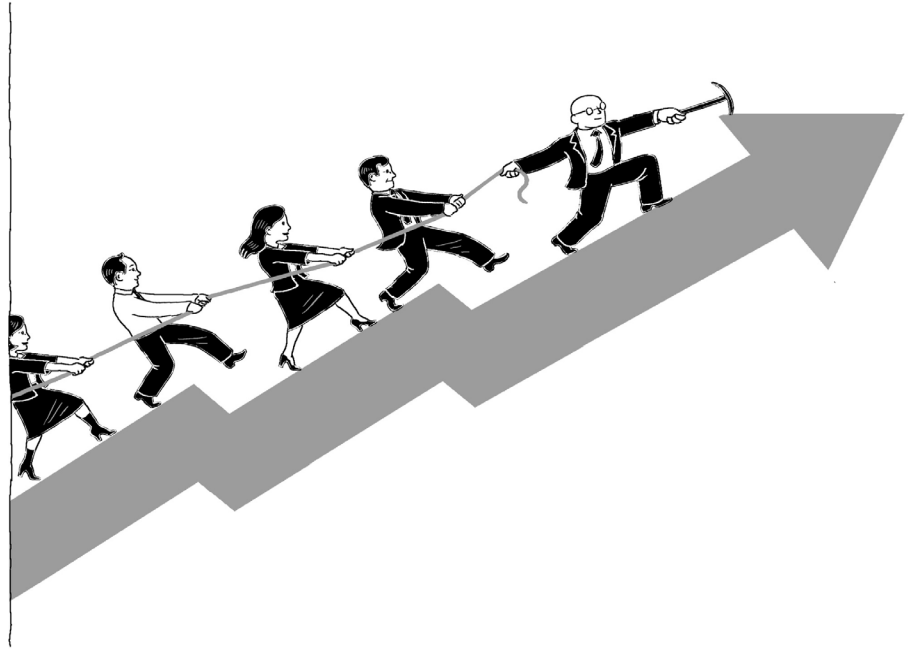


Human Resource Leaders in China: **What CEOs Want**

The Chief Human Resource Officer (CHRO) is new to many people—it is a corporate officer who oversees all human resource management practice and operation for an organization. The appearance of the term CHRO, to some extent, is an evidence that human resource management function has been elevated over the last 20 years (in China, it is over the last 10 years) in many organizations, from mainly administrative responsibilities to more strategic level. The expectations of HR leaders in China are very high, given that this region is leading growth and innovation and China is a market with increasing velocity. Please click for the full article.



The CHRO needs to understand a company's business model—the variations of models can well define the differences in human resources management and practices. For example, there needs to be different staffing and talent management practices for a high-margin vs. a low-margin business. Trying to use the same approach to dissimilar business models will lead to business failure and cause a CHRO embarrassment. The business and strategic acumen form the credibility for CHROs to be a valuable member of the senior executive team in making critical business decisions.

The CHRO role is harder to fill than ever in China. The high-velocity environment and extremely competitive talent market make the CHRO role challenging. CHROs in China need to give a lot of attention to building HR infrastructures from scratch to achieve efficient day-to-day operations; at the same time, Chinese CHROs cannot lose focus on strategic talent management and development in order to ensure business growth. What makes it more difficult is that a lot of CHROs find their teams lean, and there are not enough capable team members who can share the responsibilities. Some companies are creative in addressing this challenge. For example, at L'Oréal, 40 percent of the HR leadership roles come from business functions. Volvo has a dual structure with a Swedish and a local Chinese CHRO, and this has enabled both CHROs to scale up quickly. Of course, some of the solutions may be phased out over time as the confidence and experience of the local team grow, but it is important that a CHRO builds and develops his/her own next generation of HR leaders. A CHRO needs to become the role model for the entire company in the area of talent management, development and succession.

Trust is an essential element for CHROs in China, who need to have informed courage to know when to share what information with whom and how. They have to apply good judgment on what is escalated and communicated by understanding what is good for the company. For example, it is important for Chinese CHROs to help global headquarters be aware of what is happening on the ground. At the same time, they have to know how to drip feed effectively to empower local decision making because speed is vital for execution. The traditional way of reporting can be frustrating because by the time an executive gets everything together to present to headquarters, things will have changed. In this area, multinational companies are lagging behind Chinese state-owned enterprises and private companies because their headquarters are in China, and they can move faster. Wise CHROs in China know how to build trust with the head office and, simultaneously, how to empower local decision making.

The CHRO is the keeper of an organization's culture that attracts, trains and empowers talent. Knowledge of a company's business model and products plays a critical role in building corporate culture. For example, Colgate-Palmolive is focused on a global culture and process to better serve its global customers, while Prudential reflects its origins with a more local and decentralized approach. Customers do define, to some extent, how a company should build its culture and process. For a product like toothpaste, there is not much variation in customer needs across regions so keeping a global standard is important. Whereas for an insurance company, customer characteristics vary a lot from country to country, and it is essential to provide truly individualized products to meet vastly different needs—in this situation, having a decentralized culture that allows the business to better reach the local market. By having this understanding, a CHRO can then determine whether he/she wants to have standard or tailored HR practices in place.

CHROs make important contributions to business success. Human resources management as a discipline is still young in China and Asia but is developing fast. Excitingly, the continued vibrancy suggests that there is more positive development to come. There is no reason why China cannot bypass some traditional HR thinking and establish best practices worldwide. Of course, critical thinking and innovation will play a large part in creating a competitive edge.

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高速发展的中国：CEO 需要怎样的 CHRO

Chief Human Resource Officer (CHRO)，即首席人力资源官，对很多人来说可能是一个新名词，它指的就是企业里人力资源部门的最高负责人。CHRO这个词的出现，从某种角度证明了人力资源作为一个职能部门在过去的二十年里（在中国也许是更短的去十年里）取得了长足的发展，并在企业内部地位的不不断提升。人力资源部门从过去的行政角色转变为如今的战略角色，通过人力资源的计划与管理帮助企业实现战略业务目标。在高速变化和发展的中国，对于人力资源领导的要求比其他任何市场都高。请点击 [阅读全文](#)。

首先，CHRO必须了解公司的商业运作模式，商业运作模式的不同很大程度上决定了人力资源管理的差异性，比方说，一个靠高利润产品赚钱的公司和一个靠低利润产品赚钱的公司的人员配备和管理上需要完全不同的做法，试图将一种人才管理方式套用在不同的商业模式上将最终导致业务的失败，使CHRO蒙羞。CHRO敏锐的商业洞察力正是其成为公司高管团队做出重要商业决策过程中不可缺少的成员的原因。

在中国，CHRO的职位比以前任何时候都更难胜任。中国作为大部分跨国公司关注的主要市场，在业务上的压力是很多成熟市场无法比拟的，快速变化的市场环境和竞争激烈的人才博弈战更使得中国的CHRO们感到任重道远。在建立公司人力资源基础设施的同时还需要关注战略性人才管理和发展帮助公司在这个市场快速增长，这对很多中国的CHRO都是挑战，而更让他们觉得力不从心的是自己的团队缺乏有能力的左膀右臂。对于这个挑战，有些公司也想到了比较实际可操作的应对方式。比如在欧莱雅，人力资源部门40%的管理岗位由来具有业务部门经验的人员担任，从一定程度上提升了整个人力资源部门对业务的认知和理解；在沃尔沃，CHRO由来自瑞典和本土的两位同事一起担任，一定程度上保证了公司在基础建设、日常运作及战略层面都有所关注。当然，这些办法有的也是短期的过渡手段，重要的是从长远的角度如何为人力资源这个越来越重要的部门早日培养有效的后备人才梯队及下一代的领导。在这一方面，CHRO不但需要令自己的团队更强从而有效而自如地实现日场和战略两方面的价值，更是在向全公司在人才管理、发展和继任方面做出榜样。

信任对于CHRO来说往往是至关重要的，尤其是在跨国企业中处理中国与总部的关系。中国的CHRO们一方面需要与总部建立良好的信任，最大程度地实施总部希望在中国实施的行动，另一方面需要教育总部的同事帮助他们理解这个市场的特殊性，比方说效率和速度的重要性。如果中国的CHRO们一味地按照总部的流程做事，那么传统的汇报和决策流程会很大程度上制约中国本地的速度和效率，以至于公司的反应速度不及竞争对手及本土企业而造成业务上的损失。明智的CHRO知道在如何保持和总部的有效沟通合作的同时授权本土决策。

CHRO是企业文化的守护者，特别是在在中国这样人才竞争异常激烈的市场，企业文化是吸引和保留人才的最终因素。对产品和商业模式的认识同样在塑造企业文化过程中起到至关重要的作用。如果公司的产品是牙膏，对于全球不同地区的消费者来说没有很大的产品性质上的不同，那么保持全球的标准和一个相对统一和集权方式的文化可能比较合适；相对来讲，如果公司提供的是理财产品，消费者的要求随不同地区不同观念不同有很大不同，那么提供个性化产品和建立一个相对分权的文化可能更能够帮助公司业务接近当地的市场。从这个思路出发，CHRO们能够更有效地塑造适合公司业务和发展的文化。

在任何时期，CHRO对于企业的成功都有着非凡的贡献。虽然人力资源管理作为一个专业，在中国和亚洲范围内仍然比较年轻，但是，这个市场的活力和发展潜力是令人兴奋的，我们的CHRO们在变革和发展的洗礼中没有理由不会超过西方的现状，发展出前沿的思想和实践，当然在这个过程中，保持创新和批判性思维是至关重要的。

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