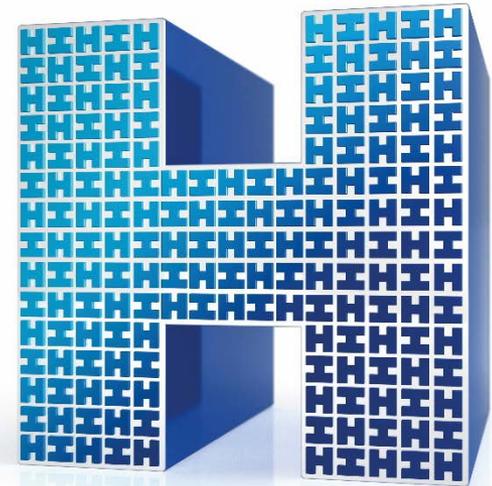


DNA OF AN HRD

THE MAKINGS OF AN HR LEADER IN ASIA

EDMOND PANG
Business Director, Hays China



OUR FOOTPRINT 我们的足迹

33 国家
countries worldwide

252 办公室
offices worldwide

9,000+ 员工
staff worldwide

12 办公室在亚洲
offices in Asia



1.0 DNA OF AN HRD BACKGROUND

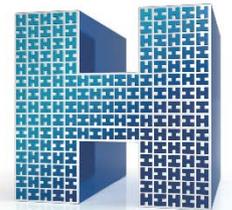
DNA OF AN HRD ABOUT THE REPORT

- **Survey period:**
June to August, 2016
- **Respondents:**
570 HRDs covering Hong Kong, Japan, mainland China, Malaysia and Singapore
- **Questions:**
 - Education
 - Qualifications
 - Previous work experience
 - International experience
 - Challenges
 - Career development
 - Personal aspirations
 - Skills



DNA OF AN HRD

The makings of an HR leader in Asia



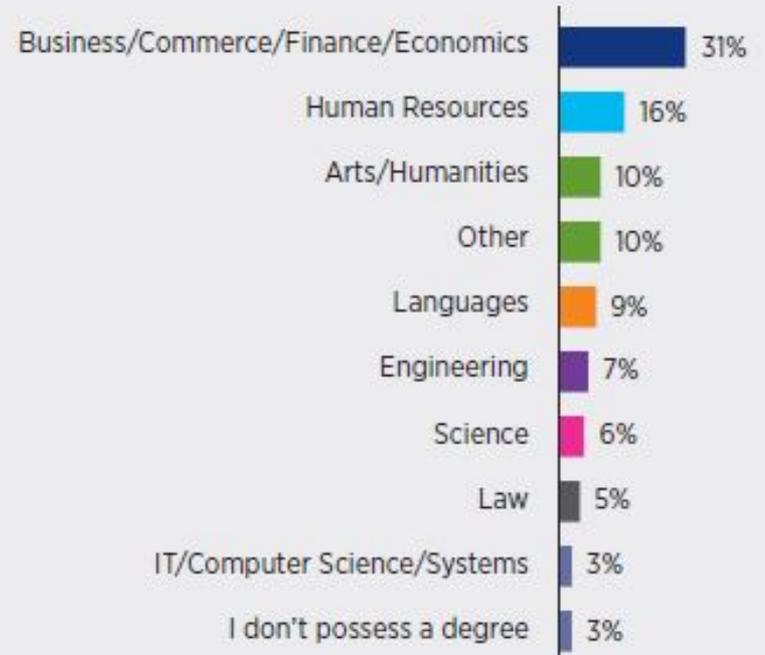
DNA OF AN HRD

DIVERSE BACKGROUNDS

- HR presented itself as an attractive proposition for our HRDs to carve themselves a career in only after university

52% Have worked outside of HR at some point in their career

Bachelor's degrees of HRDs



DNA OF AN HRD

DEVELOP A BROAD BASE OF SKILLS

Top three skills
needed to be a
good HR
Director

53% Strategic planning

43% Stakeholder engagement/
influencing

41% People management

Personal
characteristics
that have
helped you in
your career

59% Proactive nature

47% Adaptive

41% Goal focused





DNA OF AN HRD

TOP TIPS FOR THE NEXT GENERATION

- ✓ Be commercially aware
- ✓ Establish stakeholder engagement – intra-business relationships
- ✓ Find out what a business needs, not what a business wants



DNA OF AN HRD

KEY MAINLAND CHINA FINDINGS



Number of
respondents



Aged between
41-45



Business/commerce
/finance/economics
degree educated



MBA
educated



Sit on company
board



Socialise with
friends and family



Worked outside
Asia



2-3 promotions
before becoming
an HR Director

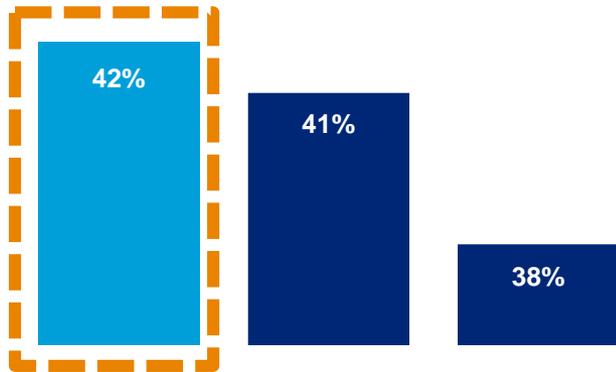
2.0

CHALLENGES FOR HRD

HRD PRIORITIES BUSINESS CHALLENGES



ASIA



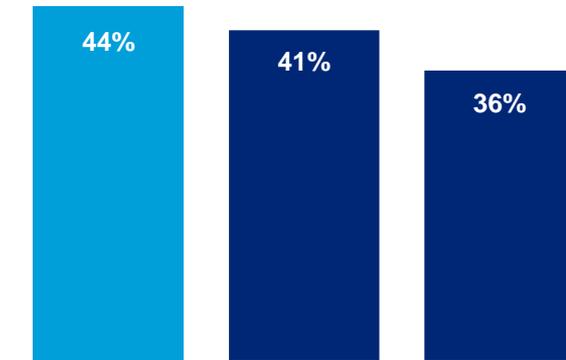
Employee engagement

Alignment of strategic requirements with budget and workforce

Company culture



MAINLAND CHINA



Alignment of strategic requirements with operational budget and workforce

Challenging economic environment

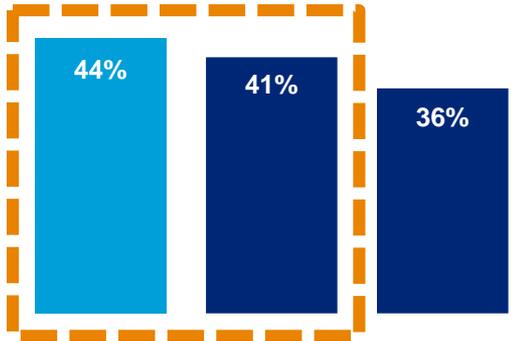
Employee retention

HRD VS CIO & CFO

BUSINESS CHALLENGES



HRD



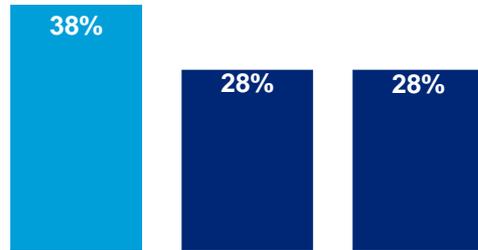
Alignment of strategic requirements with operational budget and workforce

Challenging economic environment

Employee retention



CIO



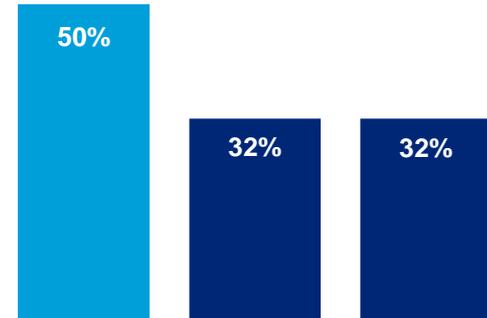
Alignment of strategic requirements with operational budget and workforce

The digitisation of the economy

Unrealistic/over ambitious company objectives



CFO



Challenging economic environment

Company culture

Managing risk

TOP BUSINESS CHALLENGES

EMPLOYEE ENGAGEMENT

- ✓ Design Employee Value Proposition (EVP)
- ✓ Formal recognition
- ✓ Encourage open communication
- ✓ Foster innovation
- ✓ Allow decision making opportunities
-  Annual Employee Engagement survey



Alistair Cox, Chief Executive, Hays plc

“ Organisations can never be productive if their people are not productive; people can never be productive if they are not engaged. ”



DNA OF AN HRD

MAINTAIN A WORK-LIFE BALANCE

- The majority of HRDs indicated they like to spend their time socialising with family and friends in their spare time
- Despite the long hours HRDs work, they would quite happily become an HRD again if they had to start their career again



2017 HAYS ASIA SALARY GUIDE

MAINTAIN A WORK-LIFE BALANCE

If you aren't looking to move, what makes you want to stay with your current employer?



Work-life balance



Salary or benefit package



Job security



Career progression



Work location



The management style & company culture



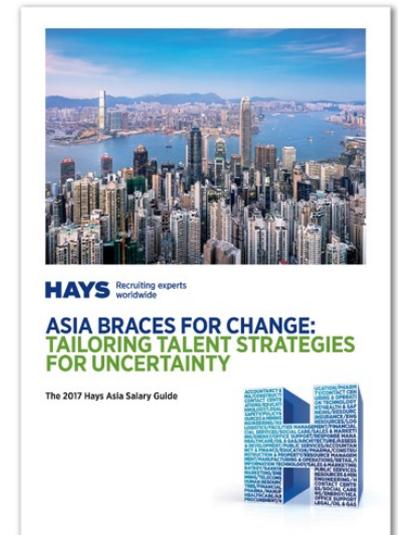
Training or development opportunities



New challenges



Other



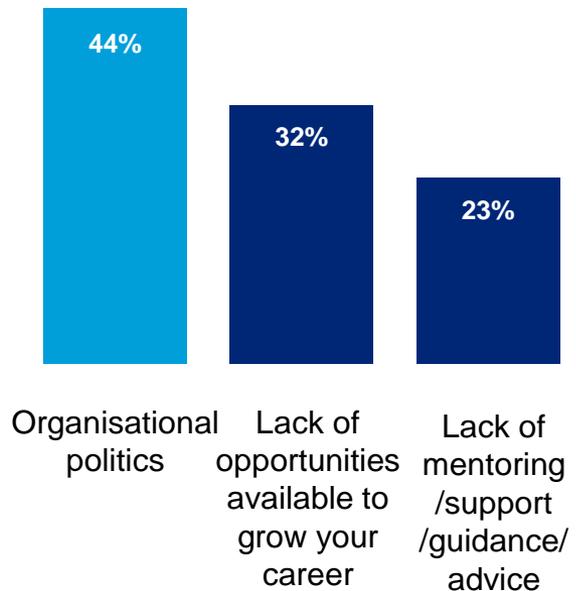
Introduced flexible working in the last 12 months

HR PRIORITIES

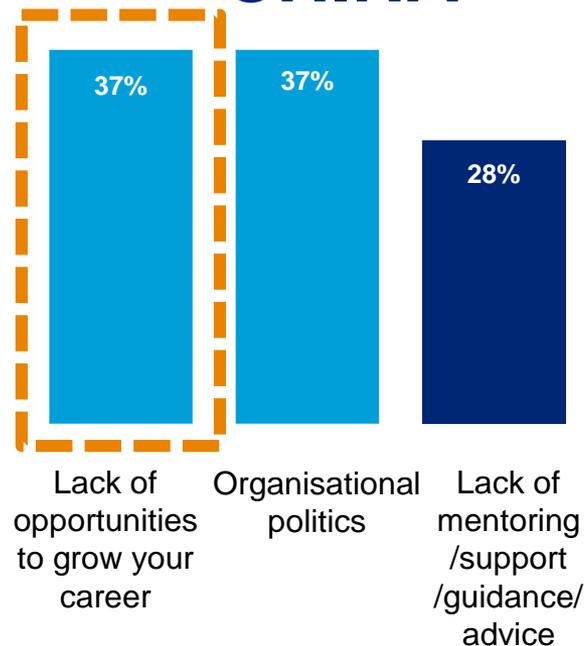
CAREER CHALLENGES



ASIA



MAINLAND CHINA



HRD VS CIO & CFO CAREER CHALLENGES



CAREER DEVELOPMENT INTERNATIONAL EXPERIENCE

45%

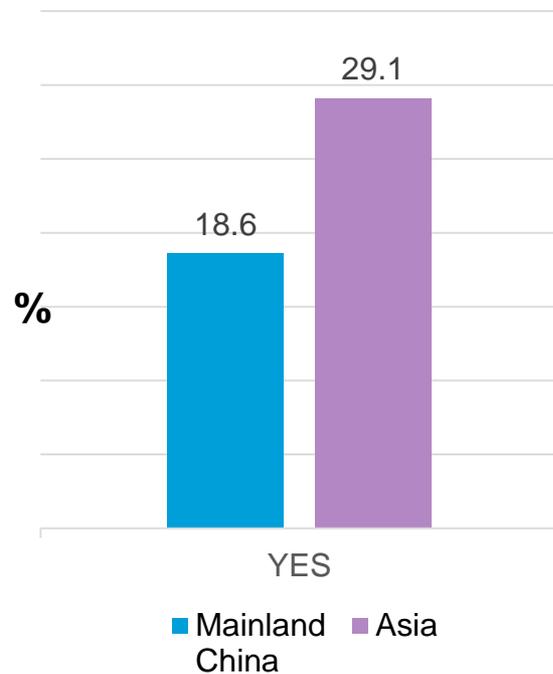
HRDs surveyed considering working overseas as it is “a must” for career development





HRD CAREER DEVELOPMENT INTERNATIONAL EXPERIENCE

Have you worked outside Asia at any point in your career?



**Of organisations in
Asia would
consider employing
qualified overseas
Candidates**

Source: 2017 Hays Asia Salary Guide

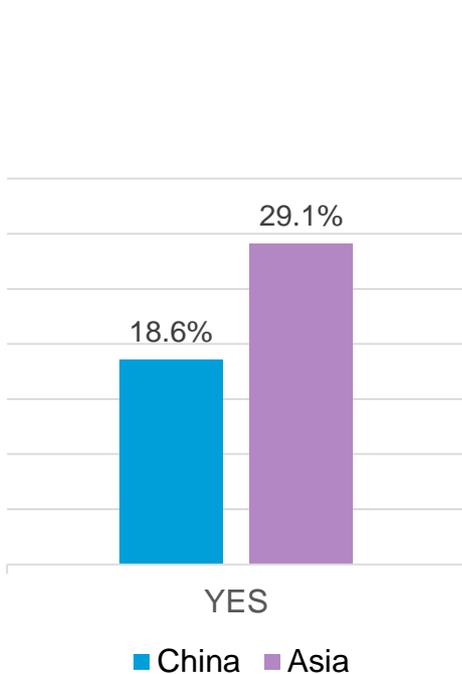
HRD VS CIO & CFO

INTERNATIONAL EXPERIENCE

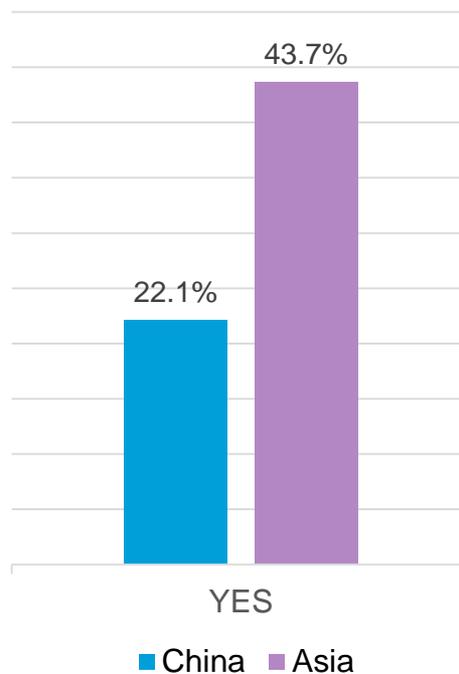
Have you worked outside Asia at any point in your career?



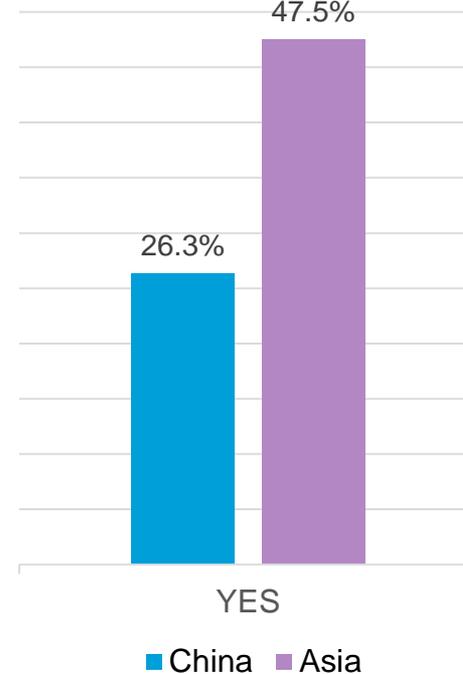
HRD



CIO

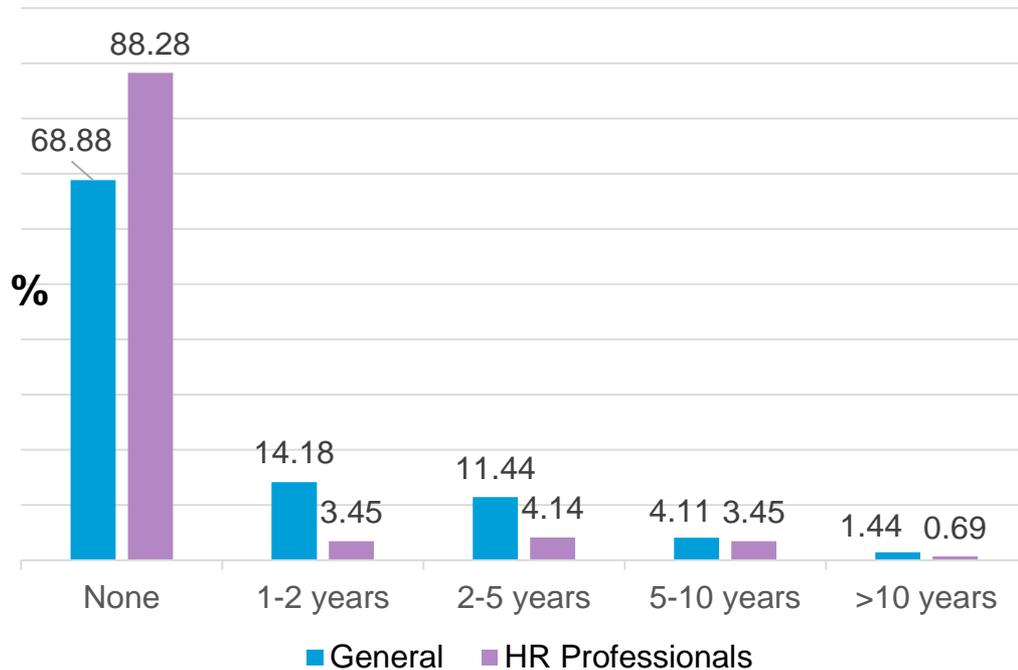


CFO



CHINA'S TALENT POOL INTERNATIONAL EXPERIENCE

How do HR Professionals compare with the general talent pool?



97%

HRDs surveyed
said their
experience outside
of Asia has been
beneficial to their
career

3.0

HR INDUSTRY OUTLOOK

2017 HAYS ASIA SALARY GUIDE

HR OUTLOOK FOR THE YEAR

- MNC's utilising "HR Business Partner" model
- Local companies aggressively targeting MNC staff
- Employers are willing to make counter-offers
- Pay rises forecast to be between 3 - 6%



DNA OF AN HRD

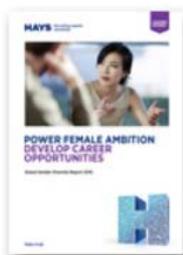
BUILDING YOUR PROFESSIONAL NETWORK

- Staying up-to-date with the world of HR can make a huge difference to your career prospects
- Vast majority of HRDs surveyed have indicated they network with fellow HRDs at external events



HAYS INDUSTRY PUBLICATIONS

SHARING OUR EXPERTISE



Gender Diversity



DNA of a CIO



DNA of a CFO



Hays Journal



Asia Business Outlook



Salary Guide



Global Skills Index



Generation Y



Skills 4.0

THANK YOU & KEEP IN TOUCH



HAYS Recruiting experts
in Human Resources

DNA OF AN HRD

The makings of an HR leader in Asia



hays.cn | hays.co.jp | hays.com.sg
hays.com.my | hays.com.hk



Hays is the most followed
recruitment agency on
LinkedIn® in the world.
Join our growing network by
following [Hays Worldwide](#)

瀚纳仕是领英上受关注人数最
多的招聘企业。请关注官方帐
号 [Hays Worldwide](#)



Get expert advice, insights
and the latest recruitment
news by following our
WeChat account [Hays-China](#)

获得专家建议，洞见和最新招
聘信息，请关注 [Hays-China](#)