



The Future CHRO

Dr Pritam Singh Memorial Speech

Shiv 19 November 2024



**“Where is the
WISDOM we lost in
KNOWLEDGE?”**

**Where is the
KNOWLEDGE we lost
in INFORMATION”**

- TS Eliot



**Why we work
How we work
Where we work
Who we work for
What we work for
Who we work with**

Significant change in all areas

Changing perception of work and its meaning

- 1. Flexibility is a right**
- 2. Work is no longer my only identity**
- 3. Work is part of life, not my whole life**
- 4. I have a family at home, I don't need a family in office**
- 5. Success, yes, with balance**
- 6. Personal goals as important as professional goals**
- 7. Commuting to work is a drain**

Why should I come to the office?

Make the experience worth it!

Workplace design gains importance





Post the pandemic

**Employees have seen
252 % rise in Team
meetings**

32 % increase in chats

DEATH BY MEETING



**In the past we had
death by PowerPoint**

**Now we have death by
MS Team meetings**



74 % of managers say they have no influence or resources to help.

54 % of managers say leadership is out of touch with reality



Inaction is as political
as **Action**

Your colleagues

Live in their bubble

Live in company bubble and

Live in social media bubble

Onlyness is the challenge



L'ORÉAL
PARIS



I'M WORTH IT.
SO ARE YOU.

Every colleague is saying 'I am worth it' and collectively they are saying 'we are worth it'. Is the job worth it?



The Truth about Synthetic surveys

Leaders overestimate their listening, engagement and speak up

Underestimate strength of feeling in organization.

Top 3 Challenges

- 1. Talent Attraction and Retention**
- 2. Employee Well Being (Financial + Mental + Social + Physical + Career)**
- 3. A Human/Digital workplace**

The Future C H R O

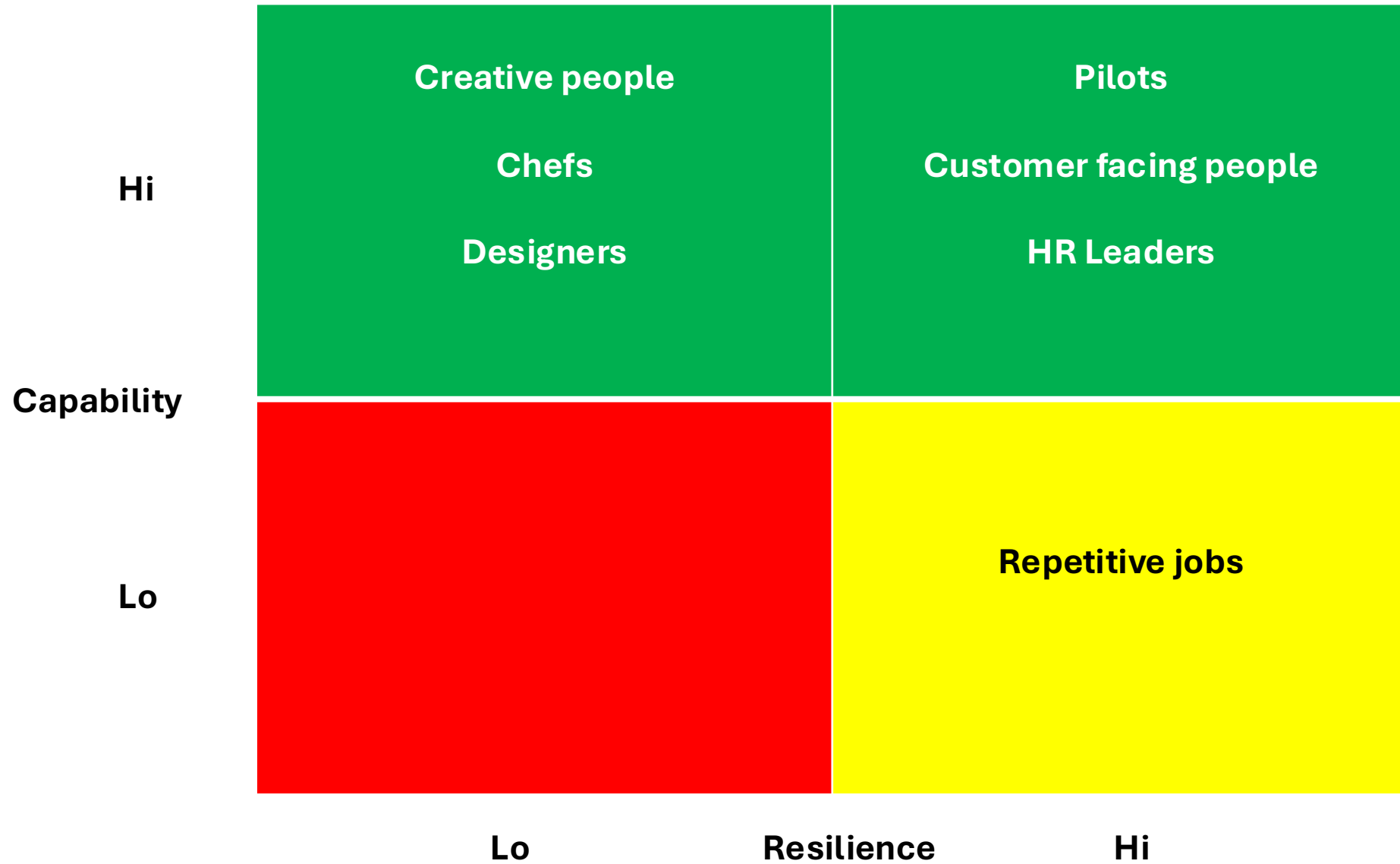
Capability and **H**uman **R**esilience **O**ptimizer

We have

5 G at work (five generations) and

6 G (speed in market)





Average tenure of CHRO is 4.2 years

Varies from 0.8 to 17.3 years

HR GLOSSARY

**Employee
tenure**

bob



Is HR the problem or the solution?



**Is HR listening
generously and
graciously?**

FTSE 100

**68 % CHRO hiring was women since
2018**

61 % globally since 2019

**Qtr 2/2024 14 of 25 Global Cos
employed woman CHRO, True
everywhere except Nikkei and Nifty.**





**2018 to 2023, 57 % of
CHRO global corporations
hired a first time CHRO**

**in 2024, for first time, its
40 %**

**Companies preferring
experienced CHROs**



2025 CHROs Prediction

DBS Bot JIM

%	2022	2025
Full Time Employees	56	44
Part Time employees	36	64
Contract	44	56
Outsourced	43	57
Digital/Automate bots	10	90



**New Areas
Reporting in a
data led
organization?**

CSR

EVP

Online reputation

AI Tools

C & B

ESG



CEOs want stability and the place they seek it is in the CHRO role holder

The Future CHRO will likely be ...

A woman

Doing her second or third CHRO role

Will have a woman CEO 5 % of the time

Will have a woman CFO 20 % of the time

Will run firm with > 50 % part time employees

A brain for technology

A heart for rapid change

Statutory Warning: Dwarkanath, Rajeev Dubey, Ashok Banerjee, Bakshi need not apply