

## Private Equity Expectations for CHRO of the Future

This document contains the work product of a team within the CHREATE Project (The Global Consortium to Reimagine HR, Employment Alternatives, Talent, and the Enterprise) which is part of team three in phase three of this initiative. The goal of this work is to define what is needed to move beyond today's constituent expectations of HR. The constituent covered in this document is Private Equity. With the aim to improve upon today's expectations with the belief that this role leads to improved value creation for the investors.

### *Our collective vision:*

*We believe the primary difference for CHRO's in this constituent group is the speed of change and an eye towards being socially responsible. The shifting nature of the next 5-10 years will be focused on accessing, acquiring and retaining the appropriate talent with an eye towards expanding and increasing the valuation of the business and/or portfolio. Primary function of any senior executive is to proactively define and meet expectations regarding cost and revenue and we believe this will continue to be a critical called out for the CHRO's role.*

*Additionally, there will be a growing expectation that CHRO's will use their expertise to collaborate and co-create with others members of the senior team to:*

- Stay abreast and inform others about the impact of technological changes on current and future talent needs both within the target and in the broader available talent pool.*
  - Seed ideas and grow an organization's ability to not only meet but thrive the under pressure to achieve valuation targets in a short period of time.*
  - Keep an eye on talent at multiple levels, locations and points in time (i.e. pre-acquisition, start up/reorganization/turn around) and communicate how talent matters to the valuation of a business.*
  - Structure and upgrade the management team's ability within and across the portfolio.*
  - Encourage and develop a team's ability to envision alternatives, gain alignment around a course of action and then manage through the change to execution.*
  - Evaluate people processes both locally and globally to ensure compliance with ever evolving laws, regulations and social/cultural expectations.*
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- Keeping costs in line with expectations, moving mass recruiting to technology, providing areas of expertise with other teams to foster collaboration and teamwork, focus on achieving financial goals and be able to thrive with a different level of pressure and the overwhelming sense of the bottom line.
  - The CHRO must remain current with/forward thinking about the changing roles in business, changing the tempo of the business and the changing role of the employee