



The Career Development of a Successful Chief Human Resource Officer: An Exploratory Study

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ABSTRACT

The performance and effectiveness of the Chief Human Resource Officer (CHRO) is an indispensable source for an organization's success. Despite a wealth of information available regarding the historical roles and functions of CHRO administrators, a notable gap exists in understanding the contemporary challenges they confront within the rapidly evolving landscape of organizational work environments. Employing a qualitative statistical approach, we conducted in-depth interviews with 21 CHROs spanning diverse industries and representing various countries. Complementing these insights, we drew upon our professional experience as management consultants, engaging with organizations where we closely observed the roles and functions of CHROs. The synthesis of our findings, derived from the firsthand accounts of CHROs and our expertise, unveils a comprehensive understanding of the indispensable knowledge and skills requisite for success. Furthermore, our study sheds light on the most prevalent challenges CHROs encounter as they navigate the complexities inherent in organizations.

Keywords: chief human resources officer, organizations, critical knowledge skills