



2013 中国人才管理状况调研报告

2013 CHINA TALENT MANAGEMENT LANDSCAPE SURVEY REPORT

调研主办方
By



KORN/FERRY INTERNATIONAL



智享会
HR Excellence
Center

特别鸣谢

光辉国际和人力资源智享会感谢以下调研顾问团成员对此次调研的大力支持以及在采访过程中提出的宝贵意见与指导（顾问排名不分先后，仅按姓氏首字母排列）。



陈盈捷

人事招聘总监
勃林格殷格翰



都秋玲

人力资源管理总部副部长
青岛啤酒



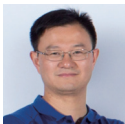
Patrick Hull

北亚区领导力发展总监
联合利华



康越

人力资源副总裁
勃林格殷格翰



忻皓辉

中国区人力资源副总裁
阿迪达斯

最后，人力资源智享会的朱茱蕾在此次调研过程中承担了数据收集、分析及协调等工作，在此表示感谢。

该报告为参与调研的中国企业提供了以下信息：

第一部分 | 人才市场现状 | 案例启示：勃林格殷格翰

第二部分 | 当前的人才发展实践 | 案例启示：联合利华、青岛啤酒

第三部分 | 文化因素 | 案例启示：某世界 500 强化学企业

第四部分 | 未来的挑战

第五部分 | 企业性质数据

第六部分 | 行业数据

关于作者



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吴滨博士现任光辉人力资源咨询有限公司上海办公室人才管理与领导力咨询业务的首席顾问。在加入光辉国际之前，吴博士任职于美国迈阿密大学（University of Miami）工商管理学院管理系并担任助理教授。他的研究课题包括领导力和团队。他不仅在学术界和企业界高影响力的杂志上发表过多篇论文，也从事本科和工商管理硕士课程的教学。在进入学术领域之前，吴博士曾在翰威特咨询公司（Hewitt Associates）和 TMP Worldwide 任职人力资源顾问。

吴博士毕业于美国亚利桑那州立大学（Arizona State University）W. P. Carey 工商管理学院并取得管理学博士学位，专攻组织行为学。他是美国管理学学会（Academy of Management）和中国管理研究国际学会（International Association of Chinese Management Research）的会员。



薛融 Rita.Xue@hrecchina.org

薛融现任人力资源智享会（HREC）的高级调研专员一职。主要负责的调研报告有：中国蓝领员工调研报告，中国内部讲师团队的建立与发展调研报告，2013 中国人才管理状况调研报告，2013 中国人力资源共享服务中心调研报告等。

薛融毕业于上海对外贸易学院，获得工商管理（国际企业方向）本科学位。

智享会调研团队

智享会调研团队关注人力资源热点话题，每年为智享会会员呈现 18 本以上调研报告。每本调研报告由数据分析与企业优秀案例两部分组成，为人力资源行业人士提供市场对比数据、前沿趋势和优秀实践方案。

在 2013 年智享会调研团队即将呈现更多报告：

- 2013 中国人力资源共享服务中心调研
2013 China Human Resource Shared Services Center Survey
- 中国招聘流程外包现状调研
China Recruitment Process Outsourcing Survey
- 中国员工内部推荐最佳实践调研
The Best Practice of Employee Internal Referral Program Survey
-



KORN/FERRY INTERNATIONAL

关于光辉国际人才管理与领导力咨询业务

光辉国际（NYSE：KFY）是全球第一大提供人才管理解决方案的咨询公司，在 40 个国家有超过 90 个办公室。公司总部设在洛杉矶，提供一系列的解决方案，以帮助客户鉴别，安置，保留，以及奖励他们的人才。

不同于高管搜索业务，光辉国际的人才管理与领导力咨询业务（ITC）帮助企业改善组织绩效，提升高层领导力，并优化人才管理项目。光辉国际的全球顾问团队，凭借以研究为基础，市场为导向的深度透视，丰富的解决方法及工具，为客户提供人才管理与领导力发展方面的解决方案。



关于人力资源智享会

人力资源智享会（HREC）是一个会员制的组织。面向中国人力资源领域的专业人士，致力于促进其技能和胜任能力的提升，从而帮助他们在竞争激烈的知识经济中脱颖而出，同时推动中国人力资源行业的发展。

人力资源智享会为每一位会员提供一个整合线上知识、线下活动的平台，和中国最顶尖的专业人士共同讨论中国人力资源实践中最热门、最前沿的话题。这个平台包括 HRD Network，专业会议和论坛，专业培训，人力资源前沿，HR Value 杂志，电话会议，功能强大的网络平台以及调研报告等一系列具有高附加值的产品和服务。

欲了解更多详情

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智享会官网 www.hrecchina.org

微博：<http://weibo.com/hrec>

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摘要



我们培养经理人，但需要更多的领导者。现在大多数的人才发展实践主要关注在如何培养更好的职业经理人（即在素质能力上侧重执行力，推动结果，保持现状，流程管理等）。我们需要花费更多的努力培养能够挑战现状，推动变革以及激励人员的真正领导者。这一思维方式的转变将在人才管理发展的执行层面和理论层面上产生深远的影响。



高层管理者的后备梯队较为匮乏。通过分析，我们发现 14.5% 的受访企业的中层管理者后备人员较为充足。但是，只有 8.3% 的受访企业表示其高层管理岗位具有充足的后备梯队。大量对中层领导者的建设投入可能会导致高层管理人才的缺失，进一步影响企业未来的可持续发展。



人才发展机会遇到瓶颈。数据表明，企业中缺少职业发展机会将降低人才保有率和发展项目的有效性（特别是高潜力员工）。我们需要打破垂直晋升作为唯一发展方式的思维，营造一个具备多样化职业发展通道的，健康平衡的内部“劳动力市场”。



文化在领导力发展中扮演的角色。根据三种企业性质的数据分析显示（外商独资，私营和民营企业，国有企业）：组织文化影响企业核心领导力素质能力的呈现。东西方文化的差异也在塑造成功的领导力中扮演着重要的角色。来自不同文化环境下的企业管理者对于中国本土管理者的优势和差距持有不同的观点。



人才管理的三大挑战。结果表示直线经理的人才管理思维，人才管理体系的不完善性，以及与业务战略的脱节成为人才管理面临的三大挑战。“工具化的思维”通常会导致“灭火式”的人才管理风格，并且失去大方向。我们需要对人才管理具有全盘性的考虑，并且具备前瞻性的视野和变革管理的视角。

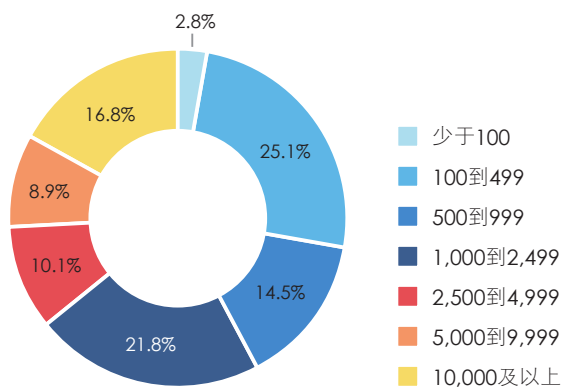
关于本次调研

我们从2013年4月到2013年8月进行问卷数据的收集工作。从人力资源智享会的活动（收集问卷78份）以及网上调研（收集问卷315份）共收到393份完成的问卷。在去除了重复（同企业）、无效、以及未完成的问卷之后，我们共保留了358份有效问卷（来自358家不同企业）。以下是样本的统计数据。

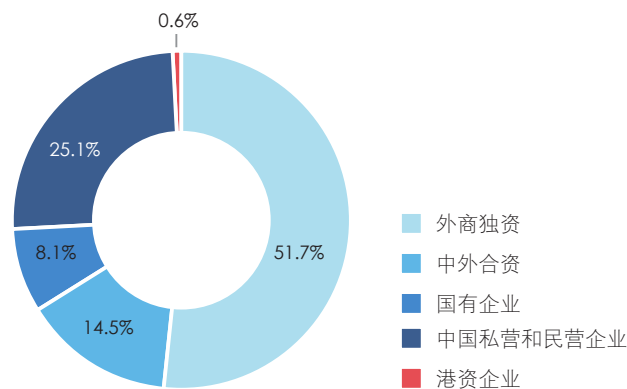
行业分布：

行业	参与数	占样本的 %
机械制造	44	12.3%
消费品	39	10.9%
生命科学（如：生物工程，医药，医疗器械等）	35	9.8%
汽车及零部件	30	8.4%
信息技术，半导体及通讯	28	7.8%
化工与石化	26	7.3%
零售业与电子商务	23	6.4%
金融服务（如：银行，保险，财富管理等）	23	6.4%
专业性服务（如：法律，广告媒体，餐饮酒店，咨询，教育，旅游等）	22	6.1%
互联网与游戏业	19	5.3%
电子电气	14	3.9%
能源动力	14	3.9%
建筑建材	10	2.8%
多样化生产	9	2.5%
运输及物流	9	2.5%
房地产	4	1.1%
造纸，包装及森林业	4	1.1%
环境科学	1	0.3%
其他	4	1.1%

企业规模：



企业性质：



第一部分 人才市场现状

去年全球引发经济动荡导致今年中国市场仍然存在众多不确定性因素。随着政府的换届转型，新一波的政策和监管变化蓄势待发。这个 VUCA（反复、无常、复杂、模糊）的宏观环境正在影响着业务运营以及人才状况。

相比去年报告中的离职率数据（2011 年度员工离职率），2012 年度人才流动保持相对平稳（见图表 1，更多行业数据详见第六部分）。一些关于新兴经济体的人才状况报告（如：《哈佛商业评论》，2008 年 11 月刊）显示中国人才供给严重失衡：基层岗位人员大量过剩而且从中层管理岗位到亚太甚至全球性高管人才严重缺失。虽然在过去几年中人才缺失情况有所改善，但是这金字塔型的供给曲线仍然维持不变。从我们的调研数据显示，员工流动大都发生在个人贡献者岗位（见图表 2），间接表明基层岗位人员的充足供给。高层管理岗位人员流动很低，这可能会对后备人才的职业发展造成瓶颈。

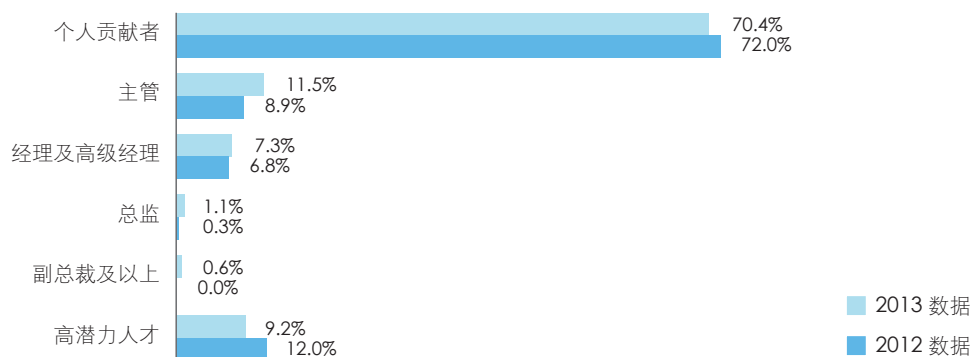
进一步分析员工离职的原因，我们发现三个最主要因素：薪资政策、职业前景渺茫、与直属上司关系（见图表 3）。虽然这三大离职因素同样影响着高潜力员工的去留，但是“职业前景渺茫”成为高潜力员工离职的最重要原因。这也证明了高潜力员工在职业发展中的强烈愿望。这对于企业而言也是一个警示：如果在发展高潜力员工的同时没有仔细考虑他们的职业发展规划，很可能会导致人才流失。

在高层管理岗位，我们观察到了这样一个微妙的趋势：由于西方经济的衰退，外籍人士或海归人才逐步转移到了中国。这一高层管理人才迁移对中国人才市场的影响较为复杂。一方面，这种外籍人才回流可以部分缓解中国高层管理人才的紧缺现象并且为企业带来全球资源。而另一方面，中国本土管理人才虽然更接近市场和客户，但在回流的背景下可能失去进一步向上发展的机会。这进一步地巩固了先前所说的“极端金字塔”型的人才供给曲线。

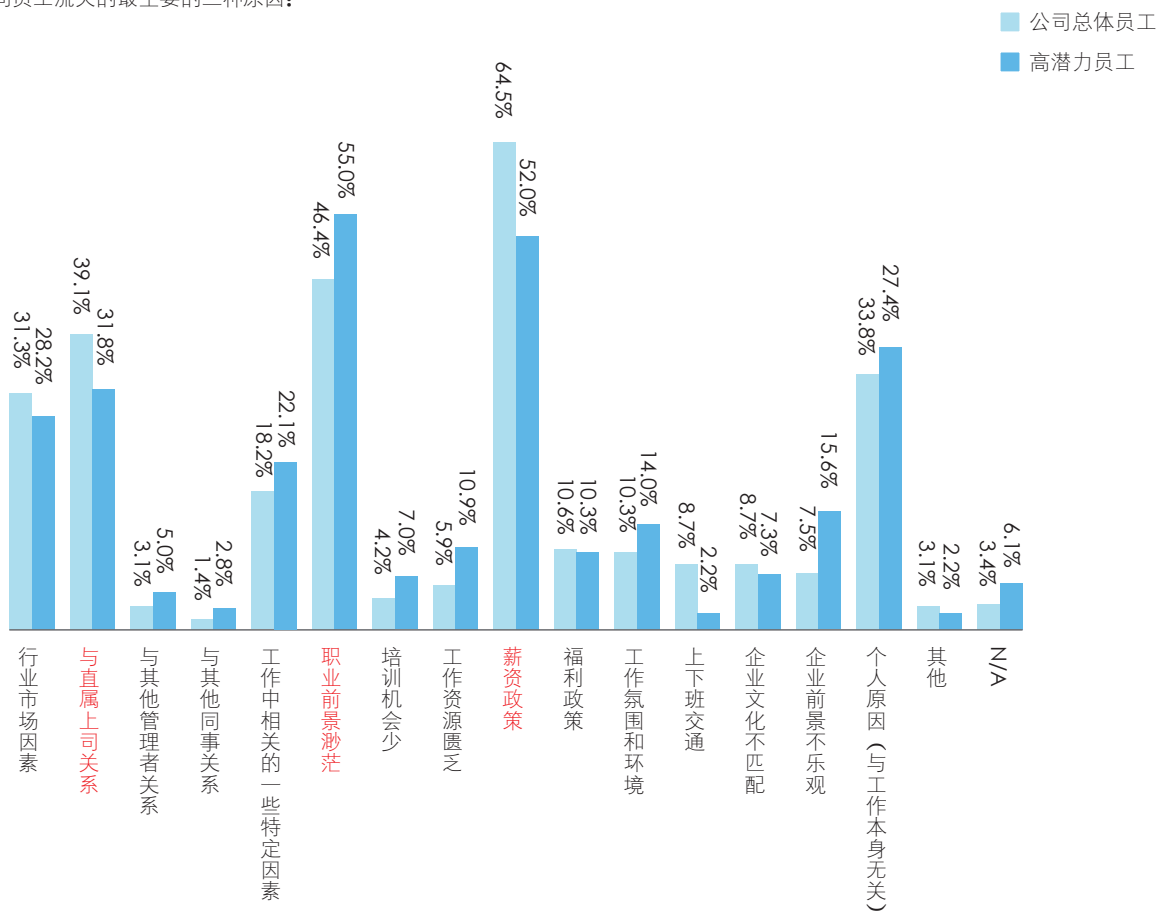
1 2012 年贵公司在中国大陆的正式员工的年度离职率：

2012 年度员工离职率	平均值	20% 分位	40% 分位	50% 分位	60% 分位	80% 分位	2011 年度员工离职率平均值
员工总体主动离职率 (N=331)	13.8%	5.0%	9.5%	10.0%	13.0%	20.0%	17.3%
员工总体被动离职率 (N=319)	5.4%	1.0%	2.0%	3.0%	5.0%	8.0%	
高潜力员工主动离职率 (N=311)	6.5%	1.0%	3.0%	5.0%	5.0%	10.0%	8.8%
高潜力员工被动离职率 (N=308)	1.4%	0.0%	0.0%	0.0%	0.1%	2.0%	

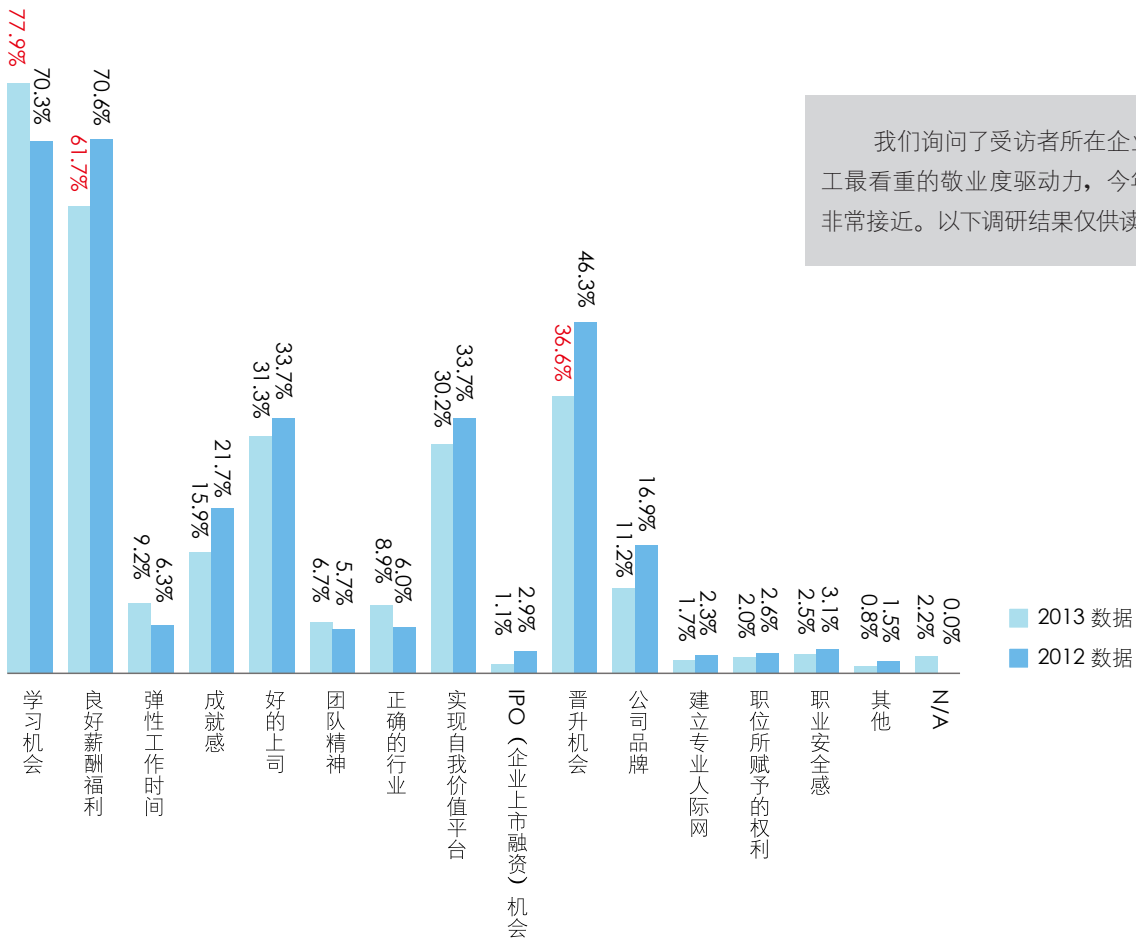
2 贵公司上年度哪个职级的离职比例最高：



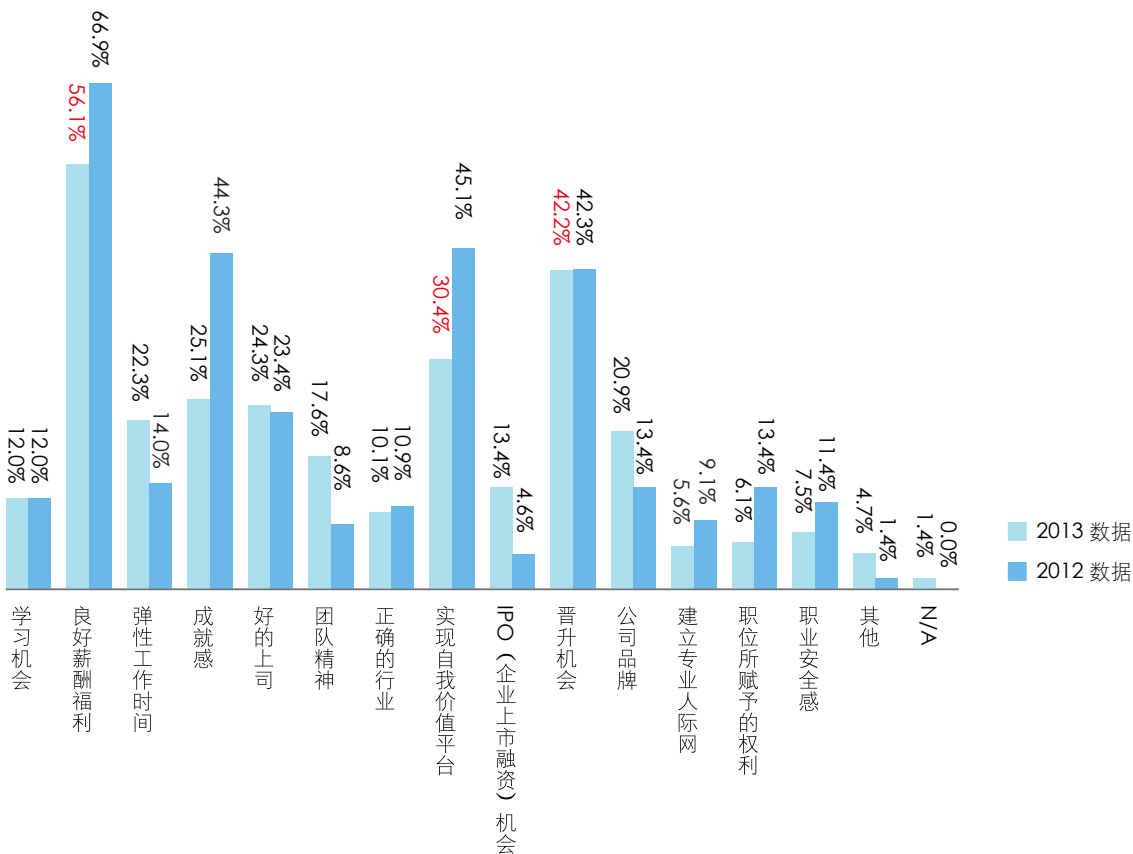
3 贵公司员工流失的最主要的三种原因：



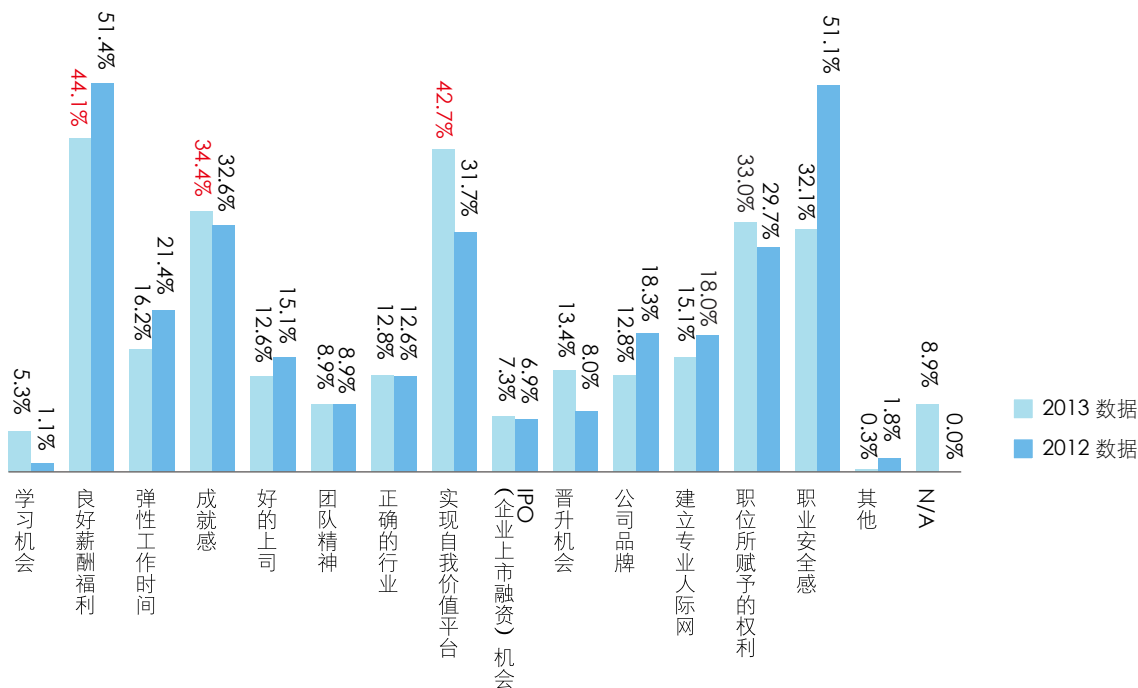
4a 贵公司 30 岁以下员工最看重的三种敬业度驱动力：



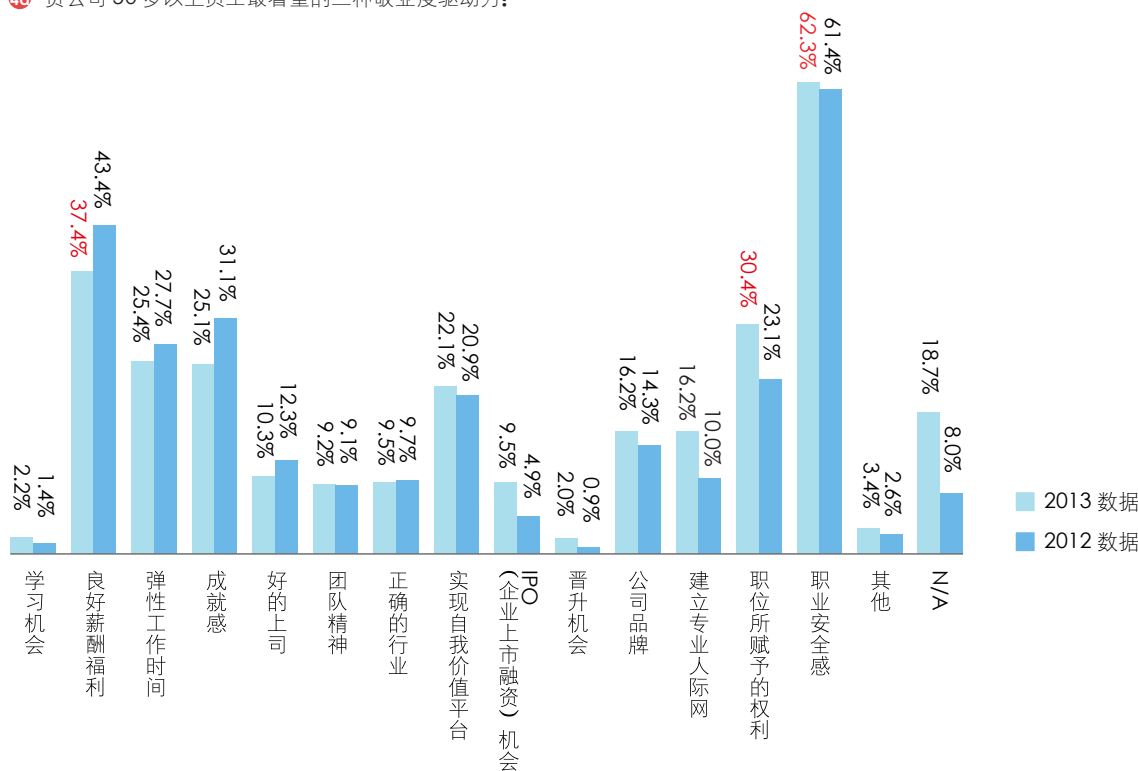
4b 贵公司 30-40 岁员工最看重的三种敬业度驱动力：



4c 贵公司 40-50 岁员工最看重的三种敬业度驱动力：



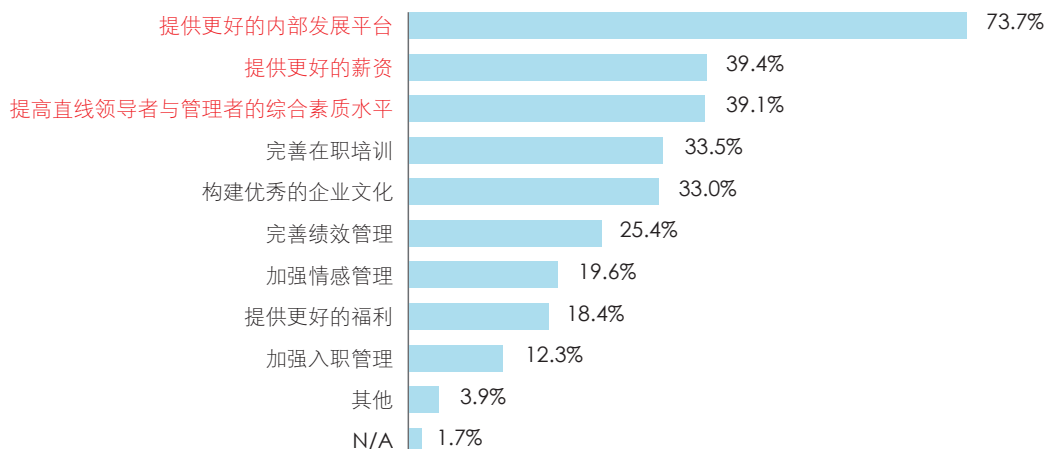
4d 贵公司 50 岁以上员工最看重的三种敬业度驱动力：



4e 贵公司各个年龄段最看重的敬业度驱动力为：

30 岁以下	30-40 岁	40-50 岁	50 岁以上
学习机会	良好薪酬福利	良好薪酬福利	职业安全感
良好薪酬福利	晋升机会	实现自我价值平台	良好薪酬福利
晋升机会	实现自我价值平台	成就感	职位所赋予的权利
好的上司		职位所赋予的权利	
实现自我价值平台		职业安全感	

5 贵公司最有效的人才保留实践为：



在人才保留方面，调研结果表明，“提供更好的内部发展平台”成为最有效的人才保留实践方法（见图表5），和员工离职因素的结果相吻合。职业发展不仅仅意味着纵向晋升。跨部门轮岗、横向流动、特殊项目、临时职位等都能够成为很好的职业发展的替代方式。

我们需要在设计人才项目时，考虑运用这些多元化的方式。为了更进一步地尝试人才保留方式，有些企业选择了建立良好的雇主品牌来吸引和留住高质量人才。**更多关于雇主品牌建立的实践内容，详见勃林格殷格翰的案例。**

案例启示 勃林格殷格翰



康越 | 人力资源副总裁 | 勃林格殷格翰



陈盈捷 | 人事招聘总监 | 勃林格殷格翰

雇主品牌项目

项目背景

Boehringer Ingelheim（以下简称BI）作为一家拥有超过百年历史的全球知名制药企业，近两年来在中国飞速发展并

在中国市场不断加大投入，各产品线在其领域也表现出强劲的增长势头。工厂的扩建，研发中心的新建以及生物制药项目的上马都获得了中国政府不同程度的大力支

持，使得企业员工数以及人才需求度都在不断增长。另一方面，BI在未来的几年内陆续有很多新研发的强势产品进入中国。因此，BI于去年开始启动了雇主品牌项目。

✚ 项目内容

从2012年开始, BI中国区开始着手“Vision Development”项目, 探究BI在中国2020年的愿景。愿景规划围绕整个公司的价值观和目标展开。基于BI全球的价值观“Respect 尊重、Trust 信赖、Empathy 同理心、Passion 激情”以及对企业内外部相关人员的访谈、调研以及与管理层探讨, 最终从BI在中国的迅速成长, 产品的卓越以及员工与公司之间彼此信赖等三方面提炼了能够代表BI中国雇主价值主张(EVP)的三个要素: Growth 成长, Excellence 卓越, Trust 信赖(以下简称G.E.T)。

很多时候EVP对公司来说只是一个口号或者寥寥几个字。不同于其他公司, BI希望其为中国定制的雇主价值主张可以在员工中深入人心, 随后希望每一位员工都能成为公司的“品牌大使”去影响外部潜在的候选人。为了让员工对EVP有更深刻的了解, 人力资源部在揭幕式前做了大量的预热工作, 通过各种线上线下的形式来引起员工的关注。例如办公室区域的装饰吸引员工眼球, 引发好奇心; 企业互动邮件的发送促使员工对企业价值主张的思考, 诸如: “是什么吸引你加入公司?”, “是什么让你成长?”, “是什么成就你的未来?”等。同时, BI中国管理层也对雇主品牌项目给予高度支持, 充满期望, 并亲自在内部主持BI中国雇主价值主张揭幕

仪式。揭幕仪式过后, BI会针对不同的业务单元启动不同形式的活动让员工更加了解“G.E.T”的含义。另外, BI还运用社会化媒体(例如微博, 微信)进行雇主品牌的线上宣传与互动, 例如在官网上发布了“BI探索之旅”互动游戏平台, 让无论是内部员工还是外部对BI感兴趣的候选人, 都可以轻松的通过这个平台了解BI卓越的工作环境以及企业文化。

此外, 除了持续不断的雇主品牌活动, BI还将对员工的培养真正落到实处。例如国际化项目, BI始终不遗余力地给员工提供更多职业发展机会, 并持续不断地将中国区优秀员工送至位于德国的总部或其他国家进行工作和学习, 使员工深深地感受到企业对他们的重视。这些员工最终也得到了很好的发展, 有些留在总部或其他国家身处要职, 有些则完成项目后回国得到晋升。中国区管理层对于这些员工的成长和发展感到无比骄傲和自豪。相对的, BI员工也会深受雇主价值观的影响, 对企业给自身带来的多元化发展有所认可。

而关于BI与高校间的关系, BI打破传统的校园宣讲内容, 更加主张如何让学生们理解“G.E.T”, 与广大学子一起探讨他们的职业规划。一方面能够让同学们了解BI的企业价值观, 另一方面, 也能够为社会带来正能量。针对新招的应届毕业生, BI除了提供寻常的三周课堂式的系统化培训外, 每位学生还配备了一位辅导老师, 对

他们进行从校园过渡到职场的辅导和训练。待实习项目完成后, BI的中国区总裁, 人力资源部副总裁和业务部门的高管会参与到学生们的结业会中, 让学员切身体会到BI对这些未来之星在成长道路上的关注。

为了很好地践行这一切, BI也在企业内部成立“HR Marketing”团队, 主要负责人力资源品牌沟通方面的各种活动和项目, 对真正“成为最佳雇主”着眼于更长期的投资和承诺。

✚ 项目效果衡量

雇主品牌项目的效果衡量分为长期和短期, 长期衡量其影响力主要从员工敬业度调查, 参与权威最佳雇主评选以及对外部人才的吸引力等方式进行。在短期衡量方面, 我们对社会化媒体及各类线上活动的投入产出进行计算。

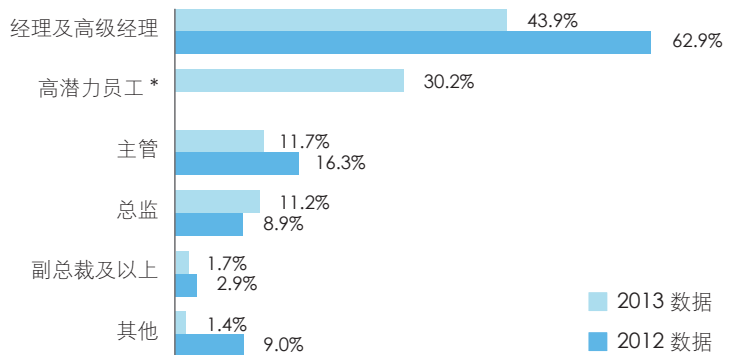
✚ 项目启示

- ① 雇主品牌不仅仅针对外部宣传, 进行人才吸引, 更重要的是对内部员工的影响力。雇主品牌需要得到内部员工的认可并且身体力行地进行价值表现。
- ② 雇主品牌需要有大量的预热活动与宣传做支撑, 扩大覆盖范围。不仅需要获得高层的支持与参与, 也需要引起内部员工的大量关注。
- ③ 雇主品牌项目的运行, 会使得企业品牌影响力有所提升, 但我们需要对提升后的下一步行动进行深入思考。企业应该不断地创新, 确保影响力的持续。

第二部分 当前的人才发展实践

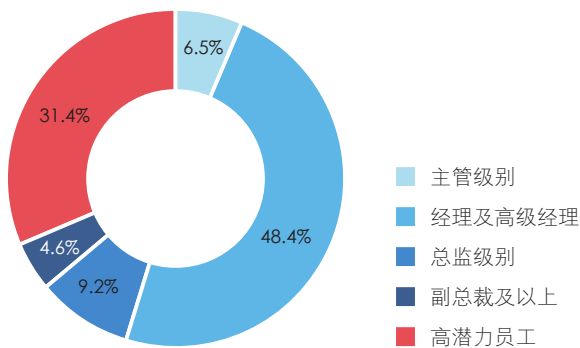
在各个层级建立和保持平衡成熟的后备人才梯队对于企业长期的发展和生存尤为重要。调研数据表明，企业仍然侧重于对中层管理人才和高潜力人才的发展（见图表 6a 和 6b）而高层管理人才的梯队建设还需进一步加强（见图表 7）。我们希望看到更多的中国本土高管人才的发展实践从而驱动企业在中国的可持续发展。我们在去年的调研中曾经强调了这点，我们必须再次强调高管人才建设在中国当

6a 贵公司当前最注重哪一层级的领导人才发展：

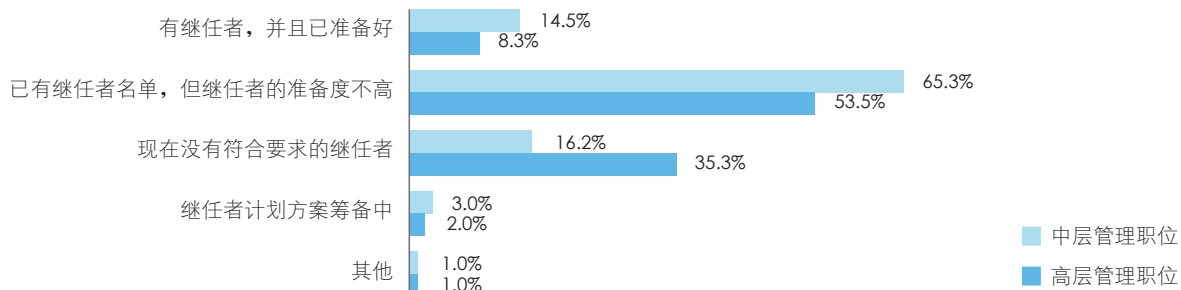


* (注：2012 年数据没有高潜力员工选项)

6b 与去年相比，人才投入资金有所增加的层级：



7 贵公司中层管理职位（经理及高级经理）继任者和高层管理职位（总监及以上）继任者的准备度为：



前商业环境和人才现状下的重要性和必要性。

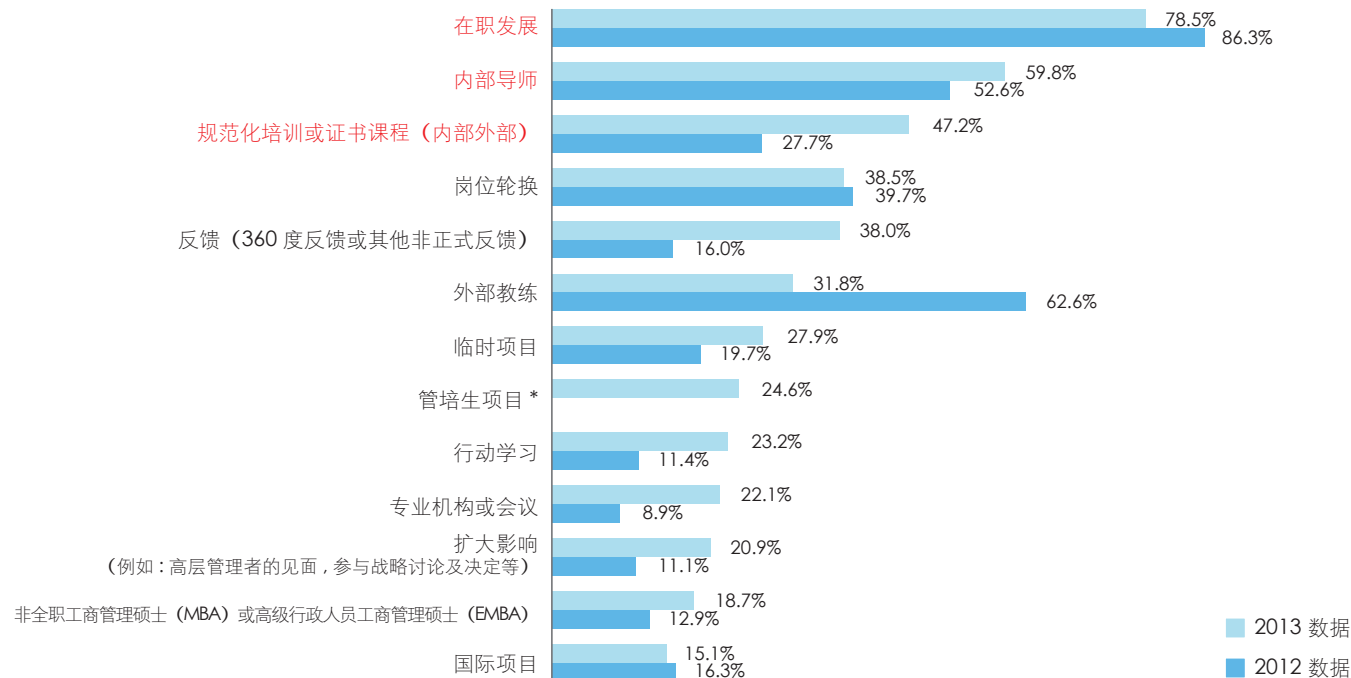
关于人才发展方式，大多数方法都已被使用（见图表8）。与去年的数据相比，我们发现有些方式（例如：培训，认证类课程，反馈，行动学习，专业年会以及高层见面会）变得更受欢迎，其原因可能是这些方法对发展中层管理人才比较有效。企业对于外部辅导这一方式的兴趣度有所减弱。体验式的发展方式（例如：在职发展，内部教练和导师以及岗位轮换）被视为最有效的三种人才发展方式（见下一页图表9），与去年的结果非常类似。

我们也注意到了这样的趋势，越来越多的企业正在设计和提供综合性的人才发展项目并将三种发展渠道加以合并：任务实践（如：行动学习项目），反馈（如：360

度反馈，内部辅导）以及定制模块化培训课程。通常，这些项目会持续6个月至1年，并且具有严格的课程设计以及阶段性回顾。除了对特定的领导力素质能力加以提升之外，这类综合型的人才发展项目的额外优势还包括：

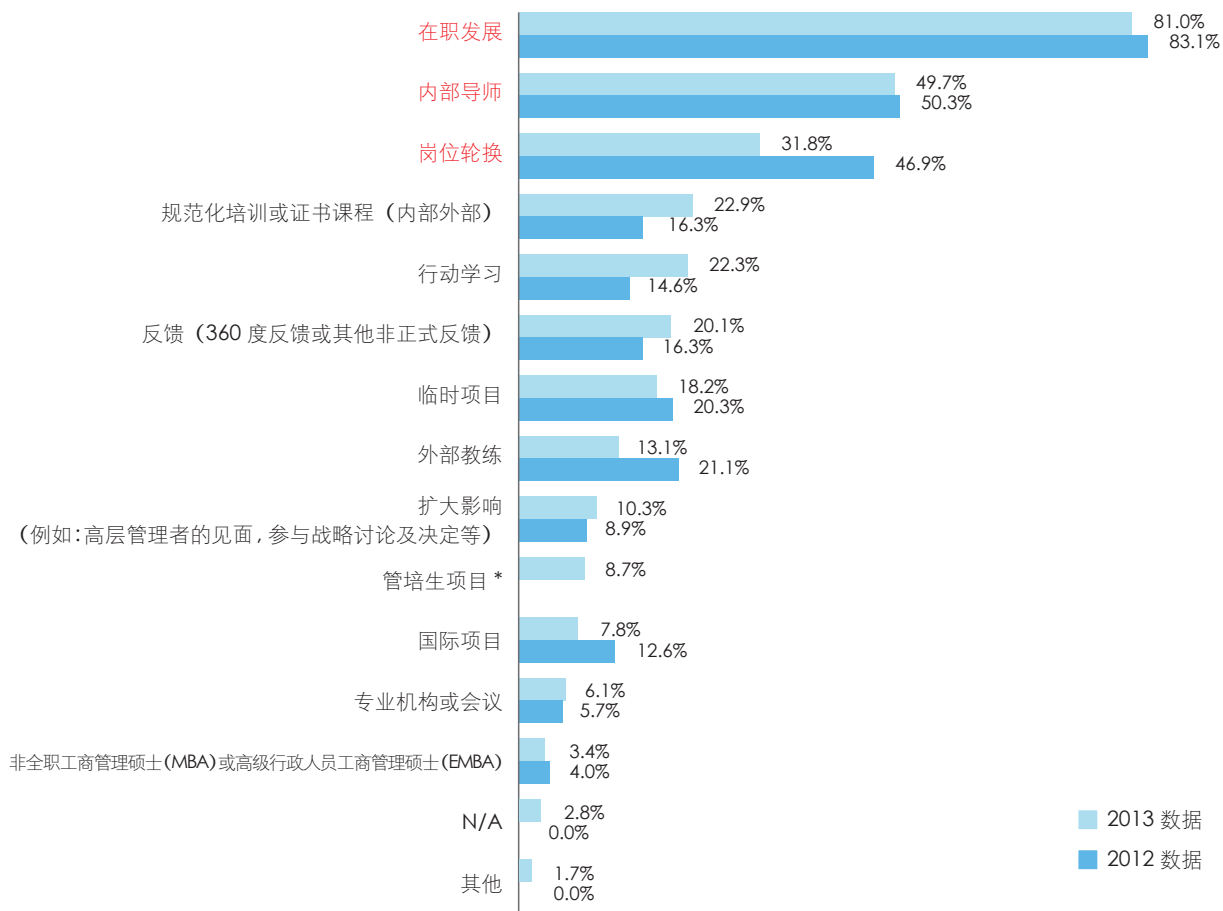
- **打破部门界限，建立企业整体认同感。**学员来自企业的各个部门。这是一个很好的机会让他们直接互动，建立相互了解与共识，并且开始从一个纵观全局的角度思考与工作相关的问题，从而增加产生部门间协同效应的可能性。
- **塑造一个团队，而非单独个体。**通过一整年的发展项目，学员之间会更加接近彼此，并且成为有高度学习动力的一个团队，所建立起来的信任和凝聚力对企业未来的领导团队将产生强烈的影响。一旦他们进入重要的领导岗

8 贵公司最经常使用的三种人才发展方式为：



*（注：2012 年数据没有管培生项目选项）

9 您认为贵公司最有效的三种人才发展方式为：



* (注：2012 年数据没有管培生项目选项)

位，他们彼此之间信任，相互理解以及合作精神垂手可得。

● **在全球高管面前展示中国人才。** 综合型人才发展项目对于每一位学员来说是一个很好在全球高管前营销自己的机会。此类项目的赞助者（如中国区首席执行官或总裁）会邀请全球总部的高管作为演讲嘉宾、讨论参与者或者评委人共同参与，使得中国本土人才能够面对面地与高层管理者进行互动，并且交换他们的想法以及观点。这种自我展示的机会正是很多中国本土人才所需要的。

“越来越多的企业正在设计和提供综合性的人才发展项目并将三种发展渠道加以合并：任务实践，反馈以及定制的模块化培训课程。这类综合型人才发展项目的优势包括：打破部门界限，建立企业整体认同感；塑造一个团队，而非单独个体；在全球高管面前展示中国人才。”

高潜力人才发展项目仍然非常受企业欢迎。调研显示，高潜力人才池的人数通常在同级员工中的占比为 5% 到 10%（见图表 10）。高潜力员工的晋升速度也会比一般员工更快些（见图表 11），但也有小部分会因为不同的原因而被高潜力项目所淘汰（见图表 12）。令我们惊讶的是，最经常使用的高潜力人才甄选标准为绩效考核结果（见图表 13）。这表明大多数管理者们仍然很难区分绩效和潜力。

一些企业对高潜力人才项目采取了更为前瞻性的方式，投资培养管理培训生，作为企业下一代领导者的后备。**更多关于管理培训生项目的实践内容，详见下页联合利华的案例。**

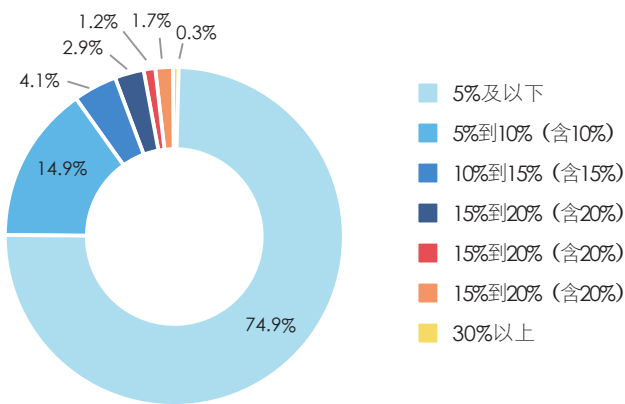
10 贵公司各部门的高潜力员工在同级员工中的比例大致是多少：

高潜力员工在同级员工中的比例	2013 数据 (N=343)	2012 数据
5% 及以下	30.3%	32.0%
5%-10% (含 10%)	42.6%	41.5%
10%-15% (含 15%)	16.0%	17.4%
15%-20% (含 20%)	7.9%	7.4%
20%-25% (含 25%)	1.7%	
25%-30% (含 30%)	1.5%	
30% 以上	0.0%	1.7%

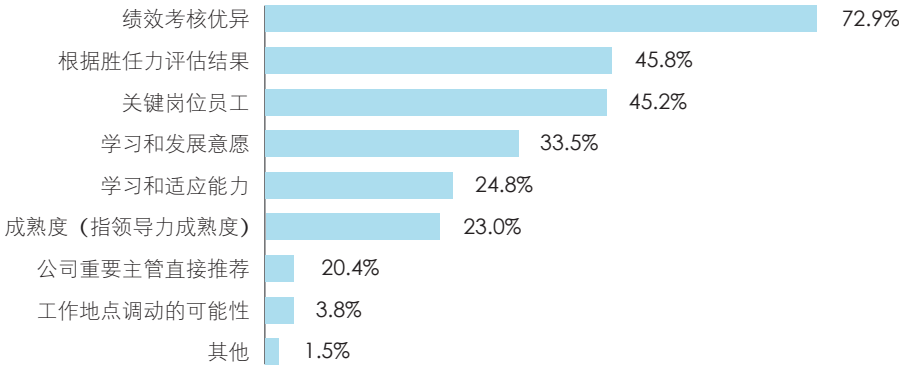
11 贵公司的高潜力人才平均多久能得到一次提升：

高潜力人才平均多久得到提升	2013 数据 (N=343)	2012 数据
1 年及以下	7.0%	35.1%
1 年 -2 年 (含 2 年)	47.8%	
2 年 -3 年 (含 3 年)	27.7%	46.0%
3 年 -4 年 (含 4 年)	4.7%	
4 年 -5 年 (含 5 年)	0.6%	2.3%
5 年以上	0.3%	
不确定，视情况而定	12.0%	16.6%
N/A	0.0%	0.0%

12 贵公司高潜力人才的年度淘汰率（不包括主动离职）是多少：



13 贵公司选拔高潜力人才的标准为：



案例启示 联合利华



Patrick Hull | 北亚区领导力发展总监 | 联合利华

海外管理培训生项目

➤ 项目背景

中国人才的硝烟之战越发激烈，所有企业都在争夺为数不多的高潜力候选人。与此同时，我们看到一个日益增长的趋势：越来越多的中国人在海外顶尖大学学习。另外，作为一家跨国公司，我们的员工每天都在一个全球化的环境下工作。几乎所有在联合利华中国区工作的员工，都会有和其他国家的同事交流共事的机会。联合利华是一家有着很强的“人才培养”理念的跨国公司。并且我们更愿意雇用应届毕业生，发展培养他们成为未来的企业领导者。因此，我们决定选用在海外的中国学生作为我们管理培训生项目（联合利华未来领袖项目）的学员。我们在2010年开始该项目，是联合利华集团内部首个实施该项目的国家。

➤ 项目学员

我们招募来自英国与美国顶尖大学

拥有本科学位或硕士学位的中国毕业生作为这个项目的候选学员。他们回到中国前，在联合利华的美国或英国区工作1至2年。目前，我们共有超过50位的管理培训生，并且第一批近30位培训生已经回到了中国。他们大多在市场部工作，另外一些在财务，人力资源，销售，供应链，研发等部门。

➤ 对学员的期许

我们希望学员回到中国后能够在一个多元文化的环境下自信地工作，并且具备学习敏锐性去适应不同的环境。我们希望他们能够在中国与他们的同事分享在英国或美国的最佳工作实践，使得联合利华中国区的业务能够加速增长。我们同时也希望他们能够使用自身的全球人脉络来帮助他们中国的同事更有效地与全球团队共事，了解如何在复杂的矩阵式结构的组织中高效完成任务，推动企

业内部的协作和创新。

➤ 项目设计

这是一个三年的计划。在这三年中，他们在自己的职能部门或相关职能部门进行轮岗以加速掌握必要的技能和工作经验。三年计划结束时，基于绩效表现，他们将有机会晋升，从事管理岗位的工作。具体来讲，学员会在海外进行1至2年的工作，之后轮岗回到中国。

我们对每一位学员都设计了个人轮岗计划。这个计划会结合业务需求以及最适合该学员的情况两方面考虑。这个计划对于他们而言就好像“必修课”一样帮助他们获取基本的工作经验和技巧。以市场部的学员为例，他们的轮岗计划主要分三方面进行：一年品牌发展，一年品牌建立，以及一年在市场和营销之间轮岗。

我们希望学员能与管理团队保持紧密联系，并尽可能快地发展他们对业务的

认识。除了日常工作，他们还会参与一些大项目，快速学习模块（例如：四周的市场基础技能培训，关键领导力培训等）。每六个月，他们会向总监们（他们在中国区的部门领导）发表演讲，展示他们学习成果。总监们会审查他们在过去六个月中的表现，给予评级，并且提供更进一步的发展建议。这对于学员们来说，是一个非常好的学习体验。

这个项目的成功因素之一是将学员与他们在中国的总监建立紧密联系。学员们会通过频繁的电话会议，教练会话，面对面会议了解自己的成长。另一个有效的了解中国业务发展的方式是通过网络社交媒体（例如：微博）以及来自中国源源不断的新闻来更新他们对中国业务了解。这对于维持学员回到中国的驱动力以及对中国区业务做出贡献的关注度是至关重要的。

➤ 项目启示

① 积极应对文化差异对于在英国或美国轮岗期间的学员和他们在当地的经理们非常的重要。前期的文化培训会帮助他们适应彼此的文化有所帮助。

② 在海外学习并不意味着有足够的海外工作经验。在选取培训生候选人时需要考虑到这一点。

③ 这个项目是一个很好的推广强化联合利华在海外市场雇主品牌的机会。

④ 需要管理好学员在海外的经理们的期望以及明确他们的角色。轮岗的目的不是将学员根植于英国或美国的文化，而是要将他们在英国或美国的经验带回中国。

⑤ 为了推动海外经理们在项目中的参与度，我们让学员们在他们回到中国前的“毕业典礼”上表达他们对海外经理的感激之情。学员们会为他们的经理们画图，唱歌，

并且发送感谢信，这对于经理们来说都是相当感人的行为。我们向业务经理们传递“人才成长”的理念，并且告诉他们这个项目无论是对他们还是企业都是相当有帮助的。通过我们和学员的努力，这些经理们对这个项目会非常有兴趣，并且也表示会在下一次项目中贡献更多。

⑥ 关心学员们的的情绪。在整个过程中要倾听他们的顾虑以及进行更加人性化的管理。对于他们在工作中和生活中的期望都要加以重视并有效地管理。

⑦ 成功运行这样一个庞大的项目，需要企业具备相对成熟的全球化培训生体系的支持。

⑧ 与中国业务保持密切联系至关重要。不要将学员过多地嵌入海外业务的运营中，中国业务仍然是他们的学习的首要内容。

尽管我们支持高潜力人才发展这一举措，但是我们仍然建议企业进行周密的计划从而获得最佳的投资回报率。

➤ **高潜力项目的内容需要精心的设计。**目前，多数高潜力人才发展项目的内容包括业务战略的实施和落地以及基本的人员和团队管理技巧。很少有内容注重在艰难情况下的领导力素质能力（如魄力、创新管理、以及面对挑战的弹性）用以应对未来的挑战。

➤ **严格控制高潜力人才池的大小至关重要。**由于发展晋

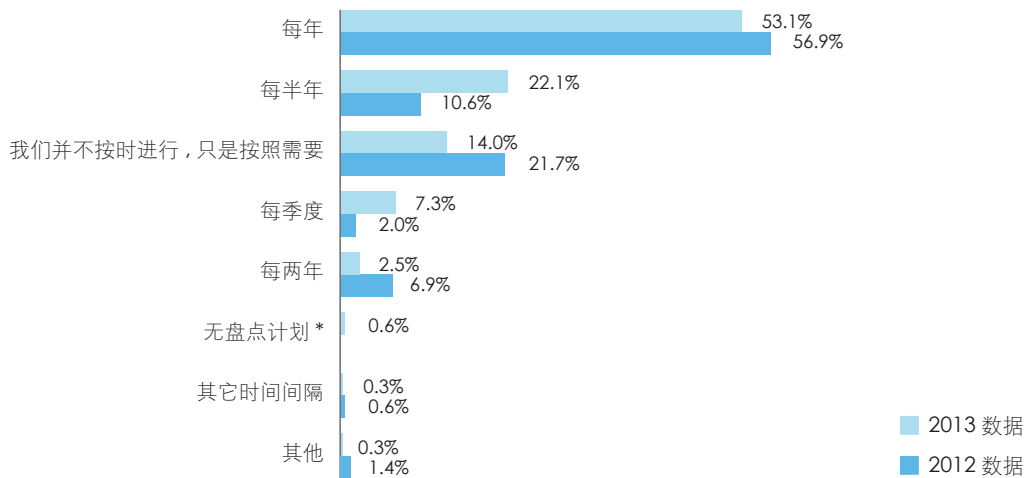
升机会有限，过大的人才池可能会导致人才供给过剩（特别是业务发展困难时期），从而进一步影响人才对其职业发展前景的不满甚至离职。

➤ **重新考虑高潜力人才的最优定位。**多数情况下，向上晋升被视为高潜力人才成功完成发展项目的下一进程。如果高潜力人才发展的核心是学习和适应力的培养，那么其他可替代性的发展路径同样适合他们，如跨部门轮岗，内部创业机会，业务扭亏为盈的挑战，以及探索开发新市场或产品等。

14 贵公司通过高潜力员工发展项目从而成功完成继任者计划的大致比例是多少：

通过高潜项目而完成继任者计划的比例	2013 数据 (N=303)	2012 数据
5% 及以下	19.1%	21.1%
5%-10% (含 10%)	18.5%	17.1%
10%-15% (含 15%)	11.2%	12.0%
15%-20% (含 20%)	5.9%	10.9%
20%-25% (含 25%)	3.6%	10.3%
25%-30% (含 30%)	2.0%	28.6%
30% 以上	9.9%	
有统计，但不知道具体比例	5.6%	
未做统计	24.1%	

15 贵公司多久进行一次人才盘点：



* (注：2012 年数据没有无盘点计划选项)

调研结果显示，近年来通过高潜力项目从而完成继任者计划的比率基本保持不变（约 10%，见图表 14）。多数企业每年进行一次人才盘点，虽然我们发现今年的数据中，盘点频率有所增加（如每半年盘点一次，见图表 15）。

为了提高人才盘点过程的有效性，一些企业开展了适

合自身企业特征的创新解决方案。**更多关于人才盘点和继任者计划的实践内容，详见青岛啤酒的案例。**

案例启示 青岛啤酒



都秋玲 | 人力资源管理总部副部长 | 青岛啤酒

人才盘点和继任者计划项目

项目背景

青岛啤酒发展至今已有 110 年的历程，一代代青啤人成就了今天的青岛啤酒。人才梯队建设一直是青啤公司最为关注的项目，如青岛啤酒近几任总裁，都是从内部选拔、培养、成长起来的。近几年，在以品牌带动系统驱动的发展战略指引下，青岛啤酒的业务持续快速发展。一方面，竞争市场、新建 / 搬迁工厂，需要不断的进行人员输送与复制；另一方面，青岛啤酒逐步走向国际化，内部员工需要多元化提升。因此，2010 年，青岛啤酒在原有基础上对人才管理体系进行了优化升级，并落实至所有下属企业，形成了“总部人才积聚、中心人才共享、基层人才培养”的三级人才体系。

项目内容

青岛啤酒的人才盘点和继任者计划项目主要从以下几个方面进行：

1 确认人才盘点方法论：



青岛啤酒通过人才盘点的方式进行继任者计划项目的实行。人才盘点使用的工具为绩效潜能矩阵图（九宫格）。当我们导入这一方法论时，首先对其进行了调整，细化了评价标准，对每个格子进行了清晰的定位，在全公司进行整个评价方法、模版、流程、工具的推广。

2 双条线人才盘点：

为了尽可能地降低盘点过程中可能出现的误差，提高人才盘点的准确度，青啤创新性的提出了“双条线、三维度”的人才盘点模式，总部专业部门垂直的分职能条线盘点与各业务单位进行的行政条线盘点双条线共同盘点，寻找契合点，并

按契合程度分为 1~3 级，重点关注总部盘点和业务单位盘点在 7、8、9 格中的人员，并纳入人才库管理。在人才识别过程中，除了人才盘点结果，还要关注人才绩效与人才测评的结果。

4 金★/银★发展计划：

人才盘点会之后，将从优选择并进入金★银★资格班进行学习，资格班只是作为一种资格，实施动态管理。金★计划是公司中层（基层高层）的人才储备计划，整个培训内容除了进行课堂式授课、前沿讲座外，也包括高管参与的沟通辅导、高管讲堂、最佳实践交流、知名企业游学、行动学习、社会责任活动、

轮岗挂职等。企业也会给予一些与自身岗位有关或与整个企业发展有关的课题进行学习研究。所在单位也会定期的跟踪学员的情况，通过全方位的考察来检验与确定这种资格是否可以转变为晋升资格。另外，青岛啤酒除了金★资格班以外，还有下一级的计划，称为银★计划。银★计划是基层中层的人才储备计划。作为金★资格班的优秀学员，将给银★计划的学员做导师。

⑤ 岗位继任讨论：

待培训计划完成、课题答辩后，企业会进行学员跟踪。公司高层会议将对学员是否得以继任进行讨论，总部人力资源部门会提供一系列发展报告，如人才测评、人才绩效，人才盘点的结果，甚至是学员在青岛啤酒整个培养过程、岗位轮换历程，这些全部会作为他们是否能够继任的参考标准。在这个过程中，学员自身会有很大的成长和收益。

➤ 项目启示

① 首先，必须得到高层管理者的参与和支持，一定要与企业的战略目标协调一致。在青岛啤酒，人才管理是一把手工程，由总经理亲自抓。通过人才盘点与继任规划，帮助总经理们了解整个企业的人才结构，也能够纵观全局地了解各个岗位的继任情况，如人才分布、能力缺失、是否断档，培养举措等，对各单位战略目标的达成起到了强有力的推动作用，也提升了员工的士气。

② 其次，人才盘点与继任者计划不仅是人力资源的事，人力资源部门只是牵头部门，每个业务部门负责人都必须参与并主导这项工作。因此在推动前期，人力资源部门需要对各单元的业务总经理进行培训，包括会议，培训、课件转化的形式，甚至进行实地考察与现场沟通，使得他们完全掌握整个项目的内容。

③ 最后，企业需要形成一种重视人才

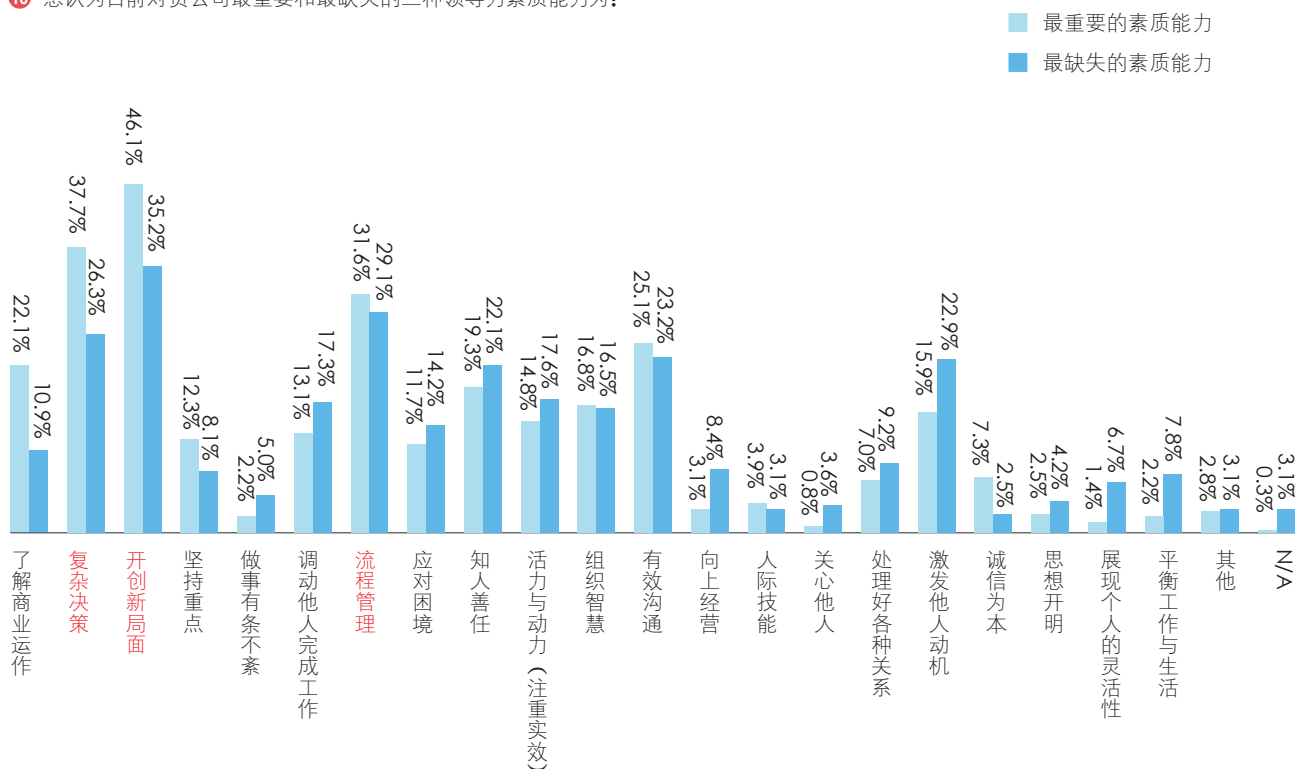
的文化氛围，包括企业内部的人才意识以及人才培养与输出理念。从02年开始，青岛啤酒就建立了内部招聘制，内部的岗位轮换已成为一种常态。例如：企业内部出现岗位空缺，那么首当其冲的是运用内部招聘制。无论员工在全国的哪个业务单位，只要符合岗位条件，都可以进行报名，然后进行优中选优。青岛啤酒提出了三级人才管理：即基层人才培养，区域人才共享，总部人才集聚。在青岛啤酒内部早已达成一种理念：“人才培养是责任，人才输出是荣誉，人才成长是成就”。这种理念的意义在于不管是单位的总经理还是职能部门的部长，人人把培养人才作为一种责任。如果培养的人员成长了，岗位得到晋升，甚至是从A单位输送到了B单位，对于他们来说，都会是件非常荣誉的事。在这个过程中，青啤会有相应的激励机制进行牵引。

第三部分 文化因素

一个关于人才管理的基本问题是：中国需要什么样的人才和企业领导者？文化因素在此会产生什么影响？在不同的企业中，企业文化或民族文化会影响领导力的呈现吗？跨国公司和中国本土企业都在思考这些问题，为了能更有效地在中国选拔人才担当未来的全球化管理者或领导海外的业务发展。虽然对这个深刻的问题予以明确的答案已经超出了这份调研的范围，但是我们的一些数据分析可能会给大家带来一些启发。

我们询问了参加本次调研的企业目前最重要和最缺失的领导素质能力。结果表明“开创新局面”，“复杂决策”，和“流程管理”是企业认为最重要的三大素质能力（按照重要程度排序；见图表 16）。有趣的是，这同样也是企业最为缺失的三种素质能力。这意味着我们需要企业领导者具备接受挑战和改变现状的能力，同时也能够在运营过程中进行有效的流程管理。

16 您认为目前对贵公司最重要和最缺失的三种领导素质能力为：



为了研究不同企业的文化对领导力的影响，我们将数据分为三类：三资企业，私营和民营企业，以及国有企业。图表 17 列举了这三种不同性质的企业最为缺失的领导力素质能力。除了从总样本中发现的三大缺失素质能力之外，我们还在三类企业间发现了一些差异。由于三资企业的样本量在总样本中所占比重较大，其结果与总样本的结果非常相似。三资企业最为缺失的 6 项素质能力显示了在战略导向（如开创新局面，复杂决策）与人员导向（如激发他人动机，知人善任）之间的平衡度。私营和民营企业最缺失的素质能力大都和战略以及业务相关（如注重实效），反映了此类企业反应迅速，注重客户以及以结果为导向的文化。国有企业的缺失能力列表中显示了一些处理内部事务和资源的素质能力（如组织智慧，调动他人完成任务）。

这一结果同样反映了国有企业所特有的企业文化。这一简单的数据分析的确显示了企业文化对领导力素质能力的影响至少是对人们所期望的成功领导力素质的影响。

更宏观的因素（即东西方文化）对于领导力的影响则更为复杂。当企业从具有不同文化背景的员工中选择未来的企业领导者时会面临挣扎并且怀疑使用相同标准来选择是否公平。一些人认为文化的差异性在一定程度上使得中国的人才和西方的人才具备不同的素质能力。另一些人则认为语言障碍可能是造成文化差异在领导力上的影响干扰因素。**一家世界 500 强的化学公司在此问题上做了一些内部讨论和研究，试图找出其中一些可能的因素（详情请见案例）。**

17 您认为目前贵公司最缺乏的领导力素质能力（三资企业，中国私营和民营企业，国有企业）为：

三资企业 (N=239)	中国私营和民营企业 (N=90)	国有企业 (N=29)
开创新局面	开创新局面	复杂决策
流程管理	流程管理	知人善任
复杂决策	有效沟通	组织智慧
激发他人动机	复杂决策	了解商业运作
知人善任	活力与动力（注重实效）	调动他人完成工作
有效沟通		激发他人动机
		开创新局面

案例启示 某世界500强化学企业

文化差异对领导力的影响

项目背景

人才缺失对于中国这个市场来说不是一个新的话题。跨国公司很难在中国找到合适的人才任职企业的高层管理岗位。因此，我们很想了解文化差异对人才评估和发展所造成的影响。了解这一问题将会对公正有效地管理和选拔人才做出贡献。我们邀请了公司的业务领导者参加小组讨论，同时从其他企业的人力资源专业人士那里了解他们的看法。

关键发现

我们发现人才短缺对于在中国经营的跨国公司来说是一个非常常见的问题。许多企业认识到，虽然中国本土人才在一些方面有优势，但与同等级别的西方员工相比仍存在差距。通过我们收集的信息和数据，我们发现造成东西方领导力差异的原因可能有以下两点：

① 首先，中国社会在过去几十年间的快速发展造就了不同人群之间的代沟。大多

中国领导者的自我看法	西方领导者眼中的中国领导者
主要优势 以客户为导向 以结果为导向 以人为本 人员发展	主要优势 努力工作 处理不明朗局面
主要差距 建立内部人脉 与领导的关系	主要差距 在艰难的情况下做出决策 高层领导接受度 人员发展 建立内部人脉

数正处于领导岗位的人（出生于 60 年代至 70 年代早期）缺乏广泛的全球化视角。他们之中，大多接受的是本地教育，秉持着传统的价值观。与年轻一代相比，他们的国外生活经验有限，并且与不同文化背景的人缺乏互动，从而在一定程度上限制了他们在多样化经验上的广度和开放程度。

② 第二个因素涉及人们在领导力上的不同认知。我们发现，不同人群对于中国领导者的优劣势持有不同的观点。例如，中国领导者认为他们在培养人才方面是非常

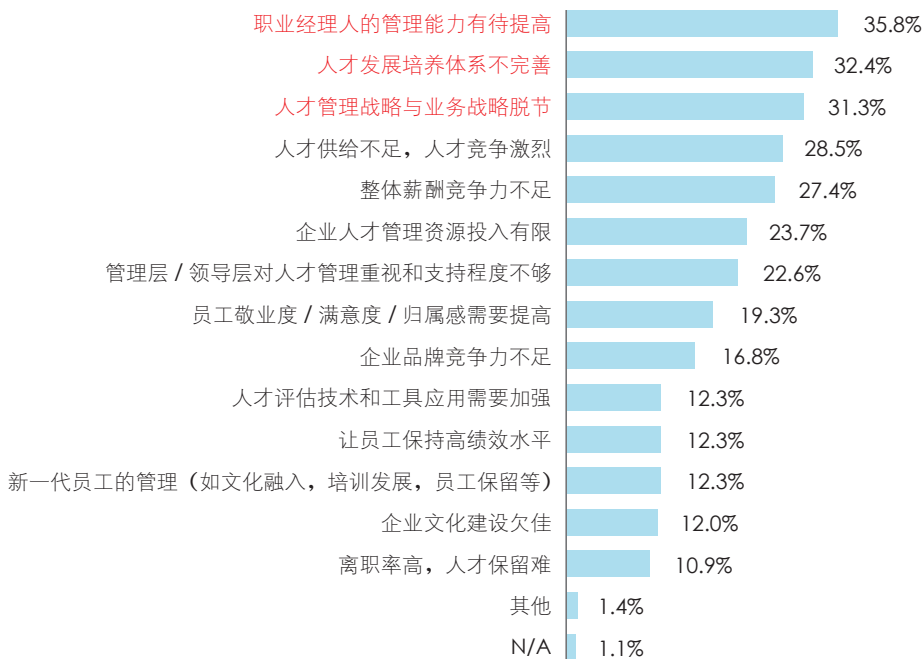
有优势的。而西方领导者却恰恰认为这一点是中国本土人才最需要拓展的，尤其在建立充足的后备梯队，建立高效的团队，以及倾听他人方面。即使双方都同意建立内部人脉关系是中国本土人才的主要差距，但在什么是有效的建立内部人脉的行为上存在明显的不同解释。中国领导者认为社交技巧（例如：打招呼或者在走廊内的小谈）是一种有效方式，而西方领导者则会期望更多。我们在图表中总结了我们的一些发现。

第四部分 未来的挑战

结合了宏观经济和业务环境之后，人才管理就成为了一个和业务息息相关的话题而不仅仅只是一个人力资源项目。根据《经济学人》的一项全球调查，65%的高管是人才战略制定的主要推动者（经济学人智库，2010）。在执行方面，约有46%的高管会主要参与和负责。而在我们调研的企业中，只有9.7%的人才项目主要由CEO或者总经理驱动。除此之外，我们的调研受访者也表达了他们在人才管理实践中正面临的一些挑战（见图表18）。

第一 人才管理从业者应认识到要想充分发挥任何一个人才项目的作用，他们需要将直线经理转型为人才专家或者人才教练。本着这样的想法，许多企业开始启动内部辅导项目，让直线经理处于培养年轻人才的前线。另外，内部辅导项目还能起到其他的作用，比如培养企业注重人才发展的文化以及提升直线经理对于人才评估和发展的能力。如图表9所示，受访者认为，内部辅导是

18 您认为贵公司在人才管理方面面临的三项挑战是：



最有效的人才发展方式之一。

第二 建立一个成熟的人才管理系统并不只是一朝一夕的努力。它离不开企业的支持，持续的承诺，长期的愿景，无畏变化、尝试以及毅力。一旦直线经理积极参与加入，并且认识到其中的价值，更多的资源将被逐步用于建立一个清晰的人才管理体系。我们需要打开思维，用系统的角度以及变革管理的方式考虑人才管理，而不是仅仅局限于某一工具或方案。

第三 人才战略与业务战略的脱节问题值得我们关注。我们需要积极地倾听直线经理所面临的人才挑战，并且对解决人才问题采取整体思路，而不是过早的跳入“工具搜索”的模式。更重要的是，我们需要在人才管理上具备一个更前瞻性的观点，即管理发展人才不仅仅关于我们现在需要什么样的领导者，更为重要的是预测我们将来需要什么样的领导者来帮助企业实现持续的增长。

第五部分 企业性质数据

在这部分，我们将调研数据根据企业性质分为三大类：三资企业、中国私营与民营企业以及国有企业，并提供一些指标性数据供参考。

企业性质样本信息

企业性质	参与数	占样本的 %
三资企业	239	66.8%
国有企业	29	8.1%
中国私营与民营企业	90	25.1%

企业性质数据

企业性质	2012 年度员工离职率	平均值	20% 分位	40% 分位	50% 分位	60% 分位	80% 分位
三资企业	总体主动 (N=220)	14.5%	6%	10%	10%	14.6%	20%
	总体被动 (N=208)	5.3%	1%	2%	3%	5%	8%
	高潜主动 (N=201)	5.9%	1%	3%	5%	5%	10%
	高潜被动 (N=198)	1.2%	0%	0%	0%	0%	2%
国有企业	总体主动 (N=27)	9.7%	2%	6%	9%	10%	13%
	总体被动 (N=26)	4.7%	0%	1%	1%	4%	6%
	高潜主动 (N=26)	5.9%	1%	2%	4%	5%	10%
	高潜被动 (N=26)	1.3%	0%	0%	0%	0.5%	2%
中国私营与民营企业	总体主动 (N=85)	14.6%	5%	10%	10%	12%	20%
	总体被动 (N=85)	6.0%	1%	2.3%	5%	5%	10%
	高潜主动 (N=84)	7.8%	2%	4%	5%	5%	10%
	高潜被动 (N=84)	2.0%	0%	0%	0.1%	1%	3.9%

贵公司离职比例最高的职级	三资企业	国有企业	中国私营与民营企业
个人贡献者	74.5%	58.6%	63.3%
主管	8.8%	24.1%	14.4%
经理及高级经理	6.7%	6.9%	8.9%
总监	0.8%	0.0%	2.2%
副总裁及以上	0.4%	0.0%	1.1%
高潜力人才	8.8%	10.3%	10.0%

企业性质数据 (续)

贵公司来年新招员工占现有员工数比例	三资企业	国有企业	中国私营与民营企业
5% 及以下	24.7%	38.0%	12.2%
5%-10% (含 10%)	28.5%	24.2%	23.3%
10%-15% (含 15%)	17.6%	17.3%	17.8%
15%-20% (含 20%)	10.9%	6.9%	17.8%
20%-25% (含 25%)	6.3%	3.4%	15.6%
25%-30% (含 30%)	3.3%	3.4%	6.7%
30%-40% (含 40%)	4.2%	0.0%	0.0%
40%-50% (含 50%)	1.3%	0.0%	1.1%
50% 以上	2.0%	3.4%	3.3%
今年没有招聘新员工计划	1.2%	3.4%	2.2%
贵公司最注重那一层级的领导人发展	三资企业	国有企业	中国私营与民营企业
主管	11.3%	20.7%	10.0%
经理及高级经理	41.4%	62.1%	44.4%
总监	10.0%	10.3%	14.4%
副总裁及以上	0.8%	0.0%	4.4%
高潜力员工	35.7%	6.9%	23.3%
其他	0.8%	0.0%	3.3%
高潜力员工在同级员工中的比例	三资企业 (N=230)	国有企业 (N=26)	中国私营与民营企业 (N=87)
5% 及以下	31.7%	34.6%	25.3%
5%-10% (含 10%)	42.2%	38.5%	44.8%
10%-15% (含 15%)	16.5%	11.5%	16.1%
15%-20% (含 20%)	7.0%	11.5%	9.2%
20%-25% (含 25%)	1.3%	0.0%	2.3%
25%-30% (含 30%)	1.3%	0.0%	2.3%
30% 以上	0.0%	0.0%	0.0%

企业性质数据 (续)

高潜力人才平均得到提升的时间间隔	三资企业 (N=230)	国有企业 (N=26)	中国私营与民营企 (N=87)
1 年及以下	5.2%	3.8%	12.6%
1 年 -2 年 (含 2 年)	45.7%	42.3%	55.2%
2 年 -3 年 (含 3 年)	31.3%	15.4%	23.0%
3 年 -4 年 (含 4 年)	4.8%	11.5%	1.1%
4 年 -5 年 (含 5 年)	0.0%	7.7%	0.0%
5 年以上	0.0%	3.8%	0.0%
不确定, 视情况而定	13.0%	15.4%	8.0%
高潜力人才的年度淘汰率	三资企业 (N=230)	国有企业 (N=26)	中国私营与民营企 (N=87)
5% 及以下	77.0%	80.8%	67.8%
5%-10% (含 10%)	13.5%	7.7%	20.7%
10%-15% (含 15%)	3.0%	7.7%	5.7%
15%-20% (含 20%)	3.5%	0.0%	2.3%
20%-25% (含 25%)	1.3%	0.0%	1.1%
25%-30% (含 30%)	1.7%	3.8%	1.1%
30% 以上	0.0%	0.0%	1.1%
贵公司多久进行一次人才盘点与继任者规划	三资企业	国有企业	中国私营与民营企业
每季度	5.4%	0.0%	14.4%
每半年	24.7%	10.3%	18.9%
每年	53.6%	65.5%	47.8%
每两年	2.1%	3.4%	3.3%
其它时间间隔	0.0%	0.0%	1.1%
我们并不按时进行, 只是按照需要	13.4%	20.7%	13.3%
无盘点计划	0.4%	0.0%	0.0%
其他	0.4%	0.0%	1.1%
贵公司通过高潜项目而完成继任者计划的比例	三资企业 (N=207)	国有企业 (N=23)	中国私营与民营企 (N=73)
5% 及以下	17.9%	26.1%	20.5%
5%-10% (含 10%)	19.8%	11.5%	16.4%
10%-15% (含 15%)	10.6%	7.6%	13.7%
15%-20% (含 20%)	6.3%	3.8%	5.5%
20%-25% (含 25%)	3.4%	7.6%	2.7%
25%-30% (含 30%)	1.0%	0.0%	5.5%
30% 以上	10.1%	7.6%	9.6%
有统计, 但不知道具体比例	5.3%	7.6%	5.5%
未做统计	25.6%	19.2%	20.5%

第六部分 行业数据

在这部分，我们公布调研中五个主要行业的一些指标性数据供参考。

行业样本信息

行业	参与数	占总样本的 %
机械制造	44	12.3%
消费品	39	10.9%
生命科学	35	9.8%
汽车及零部件	30	8.4%
信息技术	28	7.8%

行业数据

贵公司离职比例最高的职级	机械制造	2012 年数据	消费品	2012 年数据	生命科学	2012 年数据	汽车及零部件	2012 年数据	信息技术	2012 年数据
个人贡献者	75.0%	64.0%	61.5%	69.0%	74.3%	78.0%	80.0%	70.0%	71.4%	80.0%
主管	9.1%	5.0%	20.5%	9.0%	14.3%	9.0%	6.7%	3.0%	0.0%	5.0%
经理及高级经理	2.2%	5.0%	7.7%	17.0%	8.6%	7.0%	6.7%	8.0%	7.1%	2.0%
总监	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%
副总裁及以上	0.0%	0.0%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	0.0%
高潜力人才	13.6%	26.0%	7.7%	6.0%	0.0%	7.0%	6.7%	19.0%	17.9%	12.0%
贵公司来年新招员工占现有员工数比例	机械制造	2012 年数据	消费品	2012 年数据	生命科学	2012 年数据	汽车及零部件	2012 年数据	信息技术	2012 年数据
5% 及以下	22.7%	40.0%	25.6%	20.0%	8.6%	22.0%	16.7%	30.0%	39.3%	34.0%
5%-10% (含 10%)	31.8%		33.3%		11.4%		36.7%		17.9%	
10%-15% (含 15%)	18.2%	36.0%	20.5%	40.0%	31.4%	46.0%	20.0%	38.0%	17.9%	39.0%
15%-20% (含 20%)	9.1%		5.1%		20.0%		6.7%		7.1%	
20%-25% (含 25%)	6.8%	14.0%	2.6%	20.0%	14.3%	20.0%	3.3%	16.0%	7.1%	17.0%
25%-30% (含 30%)	2.3%		5.1%		5.7%		10.0%		0.0%	
30%-40% (含 40%)	2.3%	5.0%	5.1%	17.0%	5.7%	7.0%	0.0%	11.0%	3.6%	7.0%
40%-50% (含 50%)	0.0%	0.0%	0.0%	3.0%	0.0%	2.0%	0.0%	3.0%	3.6%	0.0%
50% 以上	4.5%	5.0%	0.0%	0.0%	2.9%	4.0%	3.3%	3.0%	0.0%	2.0%
今年没有招聘新员工计划	2.3%		2.6%		0.0%		3.3%		3.6%	

行业数据 (续)

行业	2012 年度员工离职率	平均值	20% 分位	40% 分位	50% 分位	60% 分位	80% 分位	2011 年度员工离职率 平均值
机械制造	总体主动 (N=40)	8.8%	4%	6.4%	8%	10%	12%	14.5%
	总体被动 (N=39)	2.9%	0%	1%	2%	2.17%	5%	
	高潜主动 (N=35)	3.2%	0.5%	1%	2%	2%	5%	7.2%
	高潜被动 (N=35)	0.8%	0%	0%	0%	0%	1%	
消费品	总体主动 (N=36)	14.3%	5%	10%	12%	15%	18%	18.4%
	总体被动 (N=36)	6.2%	1%	2%	3%	5%	10%	
	高潜主动 (N=35)	6.1%	3%	5%	5%	6%	10%	12.1%
	高潜被动 (N=34)	1.8%	0%	0%	0.1%	1%	5%	
生命科学	总体主动 (N=31)	16.3%	7%	13%	15%	15.37%	26%	18.3%
	总体被动 (N=29)	5.4%	2%	3%	5%	5%	6%	
	高潜主动 (N=29)	7.1%	2%	5%	5%	5%	10%	9.7%
	高潜被动 (N=28)	1.7%	0%	0%	0%	0%	3%	
汽车及零部件	总体主动 (N=27)	10.8%	2.5%	9.5%	10%	11.23%	15%	14.0%
	总体被动 (N=24)	4.3%	0%	1%	1%	2%	4.88%	
	高潜主动 (N=25)	2.9%	0%	1%	1.8%	2%	5%	7.9%
	高潜被动 (N=25)	0.4%	0%	0%	0%	0%	0.5%	
信息技术	总体主动 (N=27)	14.2%	7%	10%	13%	15%	20%	14.7%
	总体被动 (N=27)	5.9%	1%	4%	5%	5%	8%	
	高潜主动 (N=26)	6.6%	1%	3%	5%	6%	10%	8.0%
	高潜被动 (N=26)	1.2%	0%	0%	0%	0%	0.5%	

贵公司最注重哪一层级的领导人发展	机械制造	2012 年数据	消费品	2012 年数据	生命科学	2012 年数据	汽车及零部件	2012 年数据	信息技术	2012 年数据
主管	11.4%	21.0%	2.6%	14.0%	14.3%	19.0%	10.0%	24.0%	17.9%	12.0%
经理及高级经理	43.2%	69.0%	59.0%	63.0%	20.0%	74.0%	63.3%	73.0%	39.3%	63.0%
总监	2.3%	7.0%	15.4%	14.0%	11.4%	9.0%	3.3%	5.0%	7.1%	22.0%
副总裁及以上	0.0%	0.0%	2.6%	9.0%	2.9%	4.0%	0.0%	3.0%	3.6%	2.0%
高潜力员工	43.2%		20.5%		51.4%		23.3%		28.6%	
其他	0.0%		0.0%		0.0%		0.0%		3.6%	

行业数据 (续)

高潜力员工在同级员工中的比例	机械制造 (N=43)	2012 年 数据	消费品 (N=38)	2012 年 数据	生命科学 (N=35)	2012 年 数据	汽车及 零部件 (N=29)	2012 年 数据	信息 技术 (N=27)	2012 年 数据
5% 及以下	30.2%	40.0%	34.2%	31.0%	31.4%	28.0%	20.7%	43.0%	40.7%	29.0%
5%-10% (含 10%)	46.5%	38.0%	47.4%	40.0%	31.4%	48.0%	48.3%	27.0%	25.9%	46.0%
10%-15% (含 15%)	14.0%	17.0%	10.5%	29.0%	20.0%	15.0%	20.7%	19.0%	22.2%	12.0%
15%-20% (含 20%)	7.0%		5.3%		5.7%		6.9%		7.4%	
20%-25% (含 25%)	0.0%	5.0%	2.6%	0.0%	8.6%	9.0%	0.0%	8.0%	3.7%	10.0%
25%-30% (含 30%)	2.3%		0.0%		2.9%		3.4%		0.0%	
30% 以上	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%	0.0%	2.0%

贵公司通过高潜项目而完成继任者计划的比例	机械制造 (N=37)	2012 年 数据	消费品 (N=35)	2012 年 数据	生命科学 (N=32)	2012 年 数据	汽车及 零部件 (N=28)	2012 年 数据	信息 技术 (N=20)	2012 年 数据
5% 及以下	27.0%	29.0%	11.4%	20.0%	25.0%	30.0%	10.7%	14.0%	10.0%	10.0%
5%-10% (含 10%)	37.8%	12.0%	17.1%	14.0%	9.4%	13.0%	21.4%	19.0%	20.0%	27.0%
10%-15% (含 15%)	5.4%	5.0%	8.6%	17.0%	15.6%	4.0%	14.3%	16.0%	5.0%	12.0%
15%-20% (含 20%)	5.4%		2.9%		0.0%		10.7%		0.0%	
20%-25% (含 25%)	2.7%	12.0%	2.9%	11.0%	3.1%	7.0%	0.0%	11.0%	5.0%	10.0%
25%-30% (含 30%)	2.7%		2.9%		3.1%		0.0%		5.0%	
30% 以上	8.1%	10.0%	11.4%	6.0%	9.4%	13.0%	25.0%	22.0%	10.0%	5.0%
有统计, 但不知道具体比例	2.7%	33.0%	14.3%	31.0%	0.0%	33.0%	10.7%	19.0%	10.0%	37.0%
未做统计	8.1%		28.6%		34.4%		7.1%		35.0%	

行业数据 (续)

高潜力人才平均得到提升的时间间隔	机械制造 (N=43)	2012 年数据	消费品 (N=38)	2012 年数据	生命科学 (N=35)	2012 年数据	汽车及零部件 (N=29)	2012 年数据	信息技术 (N=27)	2012 年数据
1 年及以下	4.7%	24.0%	5.3%	31.0%	5.7%	35.0%	3.4%	38.0%	0.0%	37.0%
1 年 -2 年 (含 2 年)	32.6%		68.4%		45.7%		41.4%		37.0%	
2 年 -3 年 (含 3 年)	39.5%	57.0%	18.4%	49.0%	31.4%	46.0%	37.9%	43.0%	29.6%	41.0%
3 年 -4 年 (含 4 年)	4.7%		2.6%		11.4%		0.0%		11.1%	
4 年 -5 年 (含 5 年)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.0%	3.7%	2.0%
5 年以上	0.0%		0.0%		0.0%		0.0%			
不确定，视情况而定	18.6%	19.0%	5.3%	20.0%	5.7%	20.0%	17.2%	11.0%	18.5%	20.0%
贵公司多久进行一次人才盘点与继任者规划	机械制造	2012 年数据	消费品	2012 年数据	生命科学	2012 年数据	汽车及零部件	2012 年数据	信息技术	2012 年数据
每季度	6.8%	5.0%	7.7%	0.0%	8.6%	0.0%	3.3%	3.0%	7.1%	0.0%
每半年	22.7%	5.0%	2.5%	14.0%	34.3%	17.0%	26.7%	19.0%	35.7%	5.0%
每年	52.3%	67.0%	5.4%	54.0%	40.0%	57.0%	63.3%	54.0%	48.9%	56.0%
每两年	2.3%	2.0%	2.6%	9.0%	2.9%	7.0%	0.0%	11.0%	0.0%	7.0%
其它时间间隔	0.0%		0.0%		0.0%		0.0%		0.0%	
我们并不按时进行，只是按照需要	15.9%	19.0%	12.8%	17.0%	14.4%	20.0%	6.7%	11.0%	14.3%	32.0%
无盘点计划	0.0%		0.0%		0.0%		0.0%		0.0%	
其他	0.0%		0.0%		0.0%		0.0%		0.0%	
高潜力人才年度淘汰率	机械制造 (N=43)		消费品 (N=38)		生命科学 (N=35)		汽车及零部件 (N=29)		信息技术 (N=27)	
5% 及以下	79.1%		65.8%		71.4%		82.8%		81.5%	
5%-10% (含 10%)	7.0%		23.7%		17.1%		6.9%		14.8%	
10%-15% (含 15%)	9.3%		7.9%		8.6%		0.0%		3.7%	
15%-20% (含 20%)	2.3%		0.0%		2.9%		0.0%		0.0%	
20%-25% (含 25%)	2.3%		2.6%		0.0%		3.4%		0.0%	
25%-30% (含 30%)	0.0%		0.0%		0.0%		3.4%		0.0%	
30% 以上	0.0%		0.0%		0.0%		0.0%		0.0%	

Acknowledgement

We thank all the participating organizations and survey respondents for your support. We further extend our gratitude to the following HR leaders for their insight during our interviews.



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Staffing & Recruiting Director
Boehringer-Ingelheim



Lucy Du

Talent Management Director
Tsingtao Beer



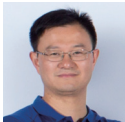
Patrick Hull

Leadership Development Director North Asia
Unilever



Kevin Kang

Vice President-Human Resources
Boehringer-Ingelheim



Hans Xin

Vice President-Human Resources China
adidas

Last but not the least, the survey and report wouldn't be possible without Grace Zhu's (Content Manager from HREC) committed work and support. Thank you all!

The survey report consists of the following sections:

PART 1| Talent Status Quo | Case : **Boehringer-Ingelheim**

PART 2| Current Development Practices | Case : **Unilever, Tsingtao Beer**

PART 3| The Culture Factor | Case : **A Fortune 500 chemical company**

PART 4| Challenges Ahead

PART 5| Data by Ownership Category

PART 6| Data by Industry

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HREC Survey & Research Team

HREC research team focus on hottest topic faced by HR practitioners, and publish 18 survey reports to the HREC members each year. Every survey report consists of two parts, data analysis and good case sharing. Hoping can provide more benchmarking data and best practices to the HR professionals.

The upcoming reports in 2013 are:

- 2013 China Human Resource Shared Services Center Survey
- China Recruitment Process Outsourcing Survey
- The Best Practice of Employee Internal Referral Program Survey

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K KORN/FERRY INTERNATIONAL

About Korn/Ferry International, Leadership & Talent Consulting

Korn/Ferry International (NYSE: KFY), with more than 90 offices in 40 countries, is a premier global provider of talent management solutions. Based in Los Angeles, the firm delivers an array of solutions that help clients to identify, deploy, retain, and reward their talent.

Different from executive search, Korn/Ferry Leadership and Talent Consulting (LTC) helps companies improve the effectiveness of their organizations, executive leadership and talent management programs. LTC solutions are delivered by a global team of consultants, supported by research-based and market-leading intellectual property, methodologies and tools.



About HR Excellence Center

HR Excellence Center(HREC) is a membership based organization which is created to improve the competencies and capabilities of HR practitioners and advance the development of HR as a profession in China.

When you become a HREC member, you can enjoy access to a diversified range of HR Events and Knowledge platforms discussing hottest issues and cutting-edge topics faced by HR practitioners in China. HREC services include HRD Network, HR conferences, training & workshops, HR Frontier, online resources, HR Values magazine, Tele-conferences and survey & reports.

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Executive Summary



We breed managers, but need more leaders. Most of current talent development practices focus on competencies (e.g., execution, drive for results, keeping status quo, process management) that make people become better managers. We need more efforts in building leaders who can challenge status quo, drive change, and inspire people. This could have profound implications in talent management practices at the philosophical level and the execution level.



Weak leadership bench strength at senior levels. Based on the analyses, we found that 14.5% of organizations have strong bench strength for mid-level managerial positions; while only 8.3% have strong pipeline for senior level positions. Most investment has been put into building mid-level managers (related to the above point) which might potentially lead to talent shortage at the top levels who play a critical role in shaping the future and driving sustainable growth.



Development opportunities as a bottleneck. Data indicate that lack of development opportunities within an organization diminishes talent retention (especially high potentials) and development program effectiveness. We need to go beyond vertical promotion as the only way of providing development opportunity. Orchestrating a healthy and balanced internal "labor market" with diverse career paths might help.



The role of culture in leadership development. Data from three sub-samples show that organizational culture or type (multinationals, privately-owned, and state-owned enterprises) does influence leadership profile in terms of core competencies in shortage. National culture (China versus western culture) also plays a subtle role in shaping people's perception on successful leadership profile. People from different culture hold different views on the strengths and gaps of Chinese leaders.



Top three challenges in talent management. Results show that line manager talent mindset, coherent talent management system, and alignment with business strategies are the top three challenges in front of us. Tool-based thinking usually leads to "fire-fighting" treatment to talent issues and loses the big picture. We need to view talent management as a change management project with a holistic and forward-looking perspective.

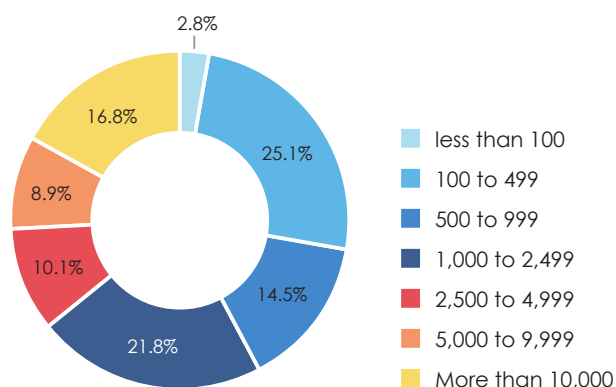
About the Survey

We conducted the survey from April, 2013 to August, 2013 and collected 393 initial responses via HR Excellence Center events (78 responses) and an online survey webpage (315 responses). After deleting responses from the same organization, invalid and incomplete responses, the final sample consisted of 358 valid responses from 358 organizations. Below are the demographics of the sample.

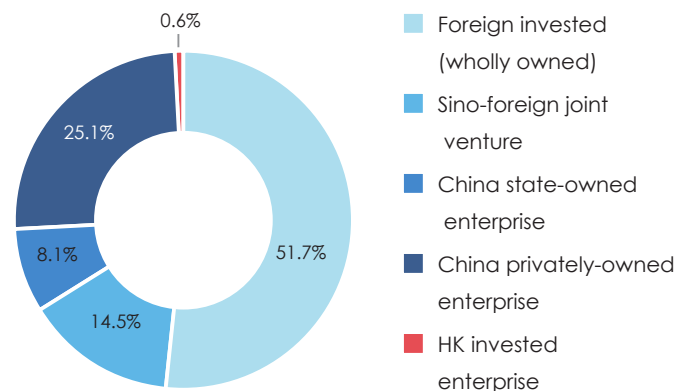
Industry breakdown:

Industry	Sample Size	% of Total Sample
Equipment & machinery	44	12.3%
Consumer goods	39	10.9%
Life sciences	35	9.8%
Automotive & parts	30	8.4%
Information technology	28	7.8%
Chemicals & petro-chemicals	26	7.3%
Retail & e-commerce	23	6.4%
Financial services	23	6.4%
Professional services	22	6.1%
Internet & game	19	5.3%
Electrics & electronics	14	3.9%
Energy & power	14	3.9%
Construction & building materials	10	2.8%
Manufacturing	9	2.5%
Transformation & logistics	9	2.5%
Real estate	4	1.1%
Paper, packaging and forest products	4	1.1%
Environmental science	1	0.3%
Others	4	1.1%

Number of employees in mainland China:



Ownership structure:



Part I Talent Status Quo

Triggered by the global economic turmoil, uncertainty is the key word for the China market this year. With the government transition, a new wave of policy and regulatory change is expected. This VUCA macro context (volatile, uncertain, changeable, and ambiguous) is impacting business operations and eventually talent profile.

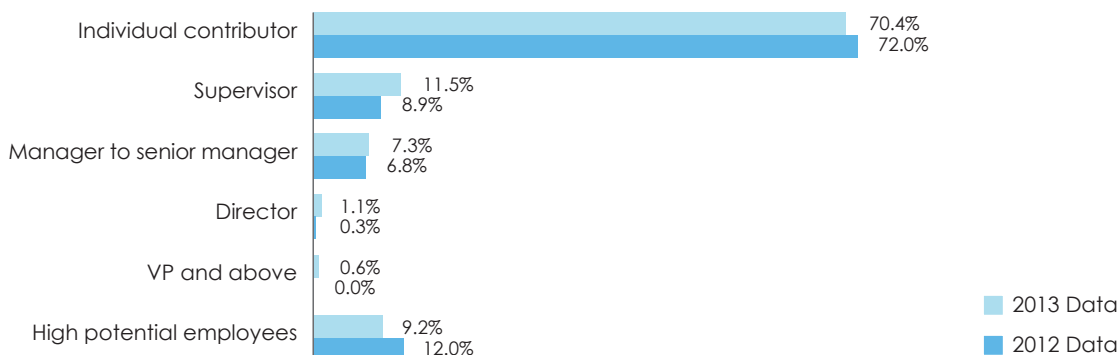
The turnover data show that the pace of talent movement remains steady compared to the numbers reported last year (see Figure 1 and more data by

industry in Part 6). Previous reports on talent market in emerging economy (e.g., Harvard Business Review, Nov 2008) suggest that talent supply in China is severely imbalanced with large surplus at entry levels and significant deficit starting from middle management all the way to country and regional leadership positions. Though this situation might have been improving, the general supply curve remains the same. Data from our survey indicate that most employee turnover occurs at the individual contributor level (see Figure 2), which indirectly suggests ample

1 2012 annual employee turnover rate in mainland China:

2012 annual employee turnover rate	Avg.	20% tile	40% tile	50% tile	60% tile	80% tile	Avg. 2011 annual employee turnover rate
Overall voluntary turnover (N=331)	13.8%	5.0%	9.5%	10.0%	13.0%	20.0%	17.3%
Overall non-voluntary turnover (N=319)	5.4%	1.0%	2.0%	3.0%	5.0%	8.0%	
High-potential voluntary turnover (N=311)	6.5%	1.0%	3.0%	5.0%	5.0%	10.0%	8.8%
High-potential non-voluntary turnover (N=308)	1.4%	0.0%	0.0%	0.0%	0.1%	2.0%	

2 At which level does most of the critical turnover occur:

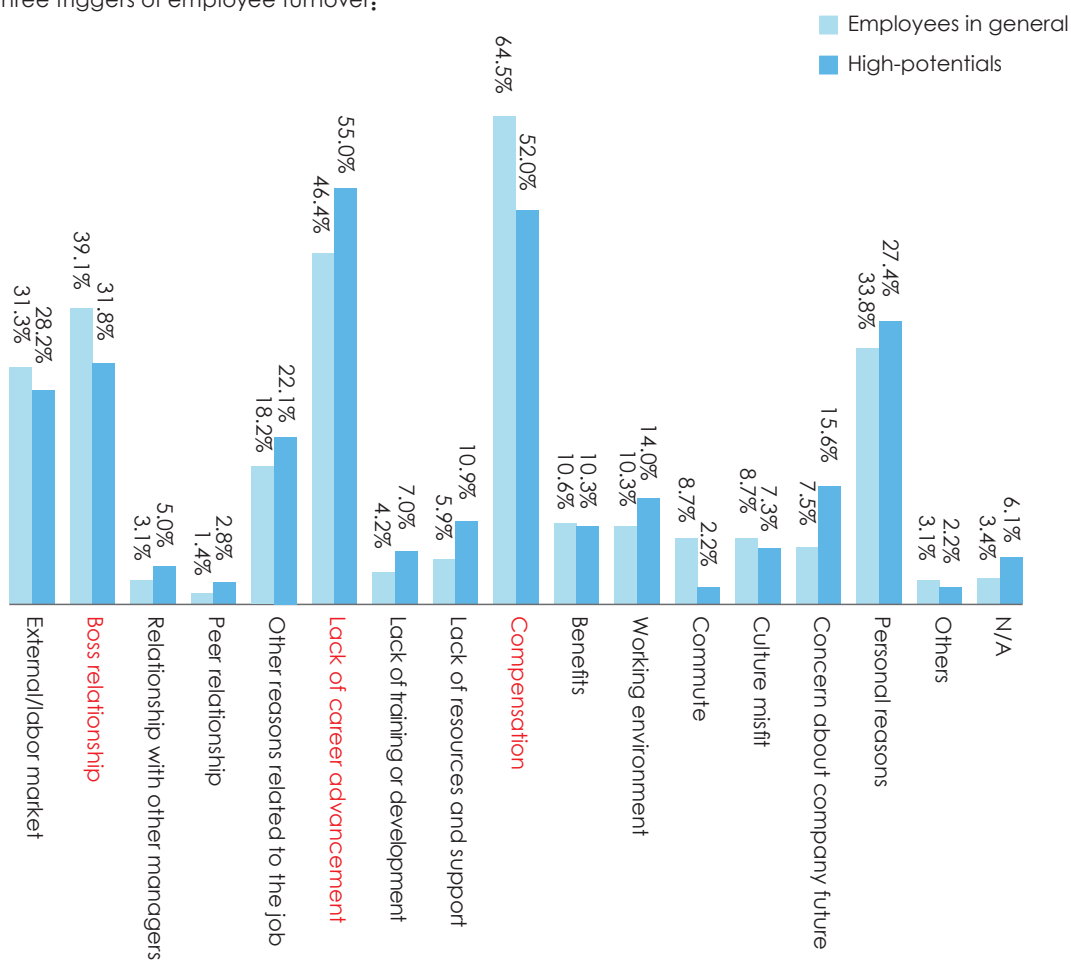


talent supply at that level. Senior level talent has been quite stable in recent years. Though positive, this might lead to limited upward development opportunities for upcoming young talent.

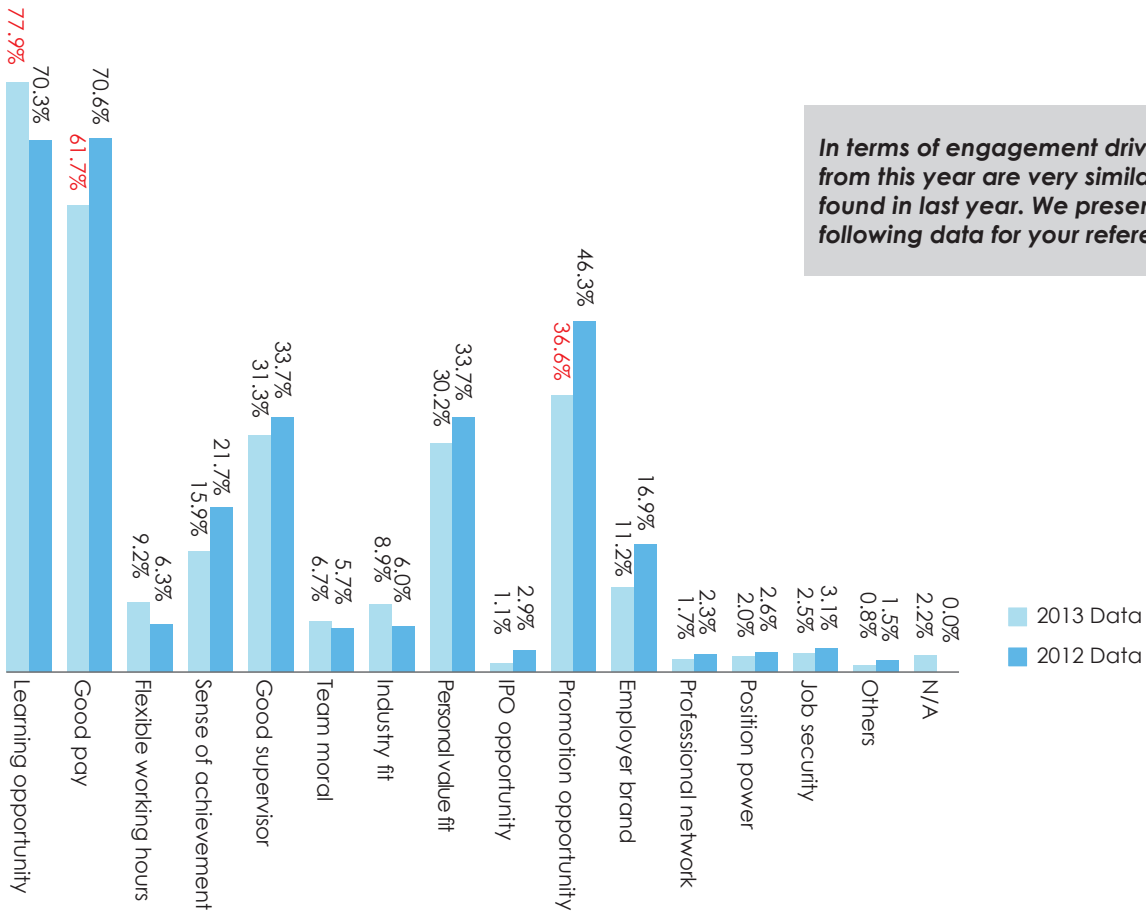
When delving into the reasons to employee turnover, we found that the top three triggers are pay, career opportunity, and boss relationship (see Figure 3). Though the same three factors evoke high potential turnover, limited career opportunity trumps as the top job-quitting factor, which reaffirming high potential talent's career ambition. As a result, running high potential programs without deliberate planning of their next positions or career paths might lead to talent attrition.

At the senior executive level, we observe a subtle trend for senior talent to move to China either as expatriates or as Chinese returnees due to the economic downturn in the West. The implication of this senior talent migration could be complicated. On one hand, this "external" supply could partially ease senior talent deficit in China and bring global resources. On the other hand, local business leaders who are closer to the market might lose the opportunity to develop into senior executives, which further reinforces the pyramid shape of China talent supply (i.e., large deficit at the top and over supply at entry levels).

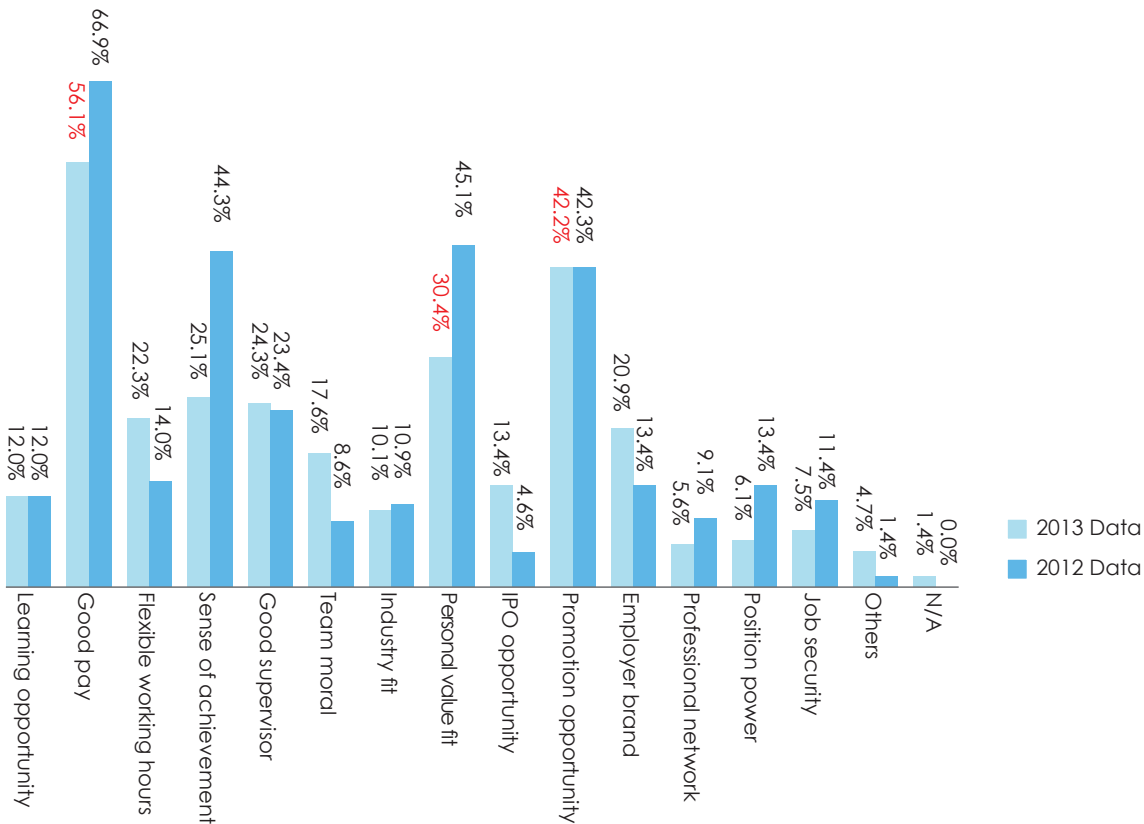
3 Top three triggers of employee turnover;



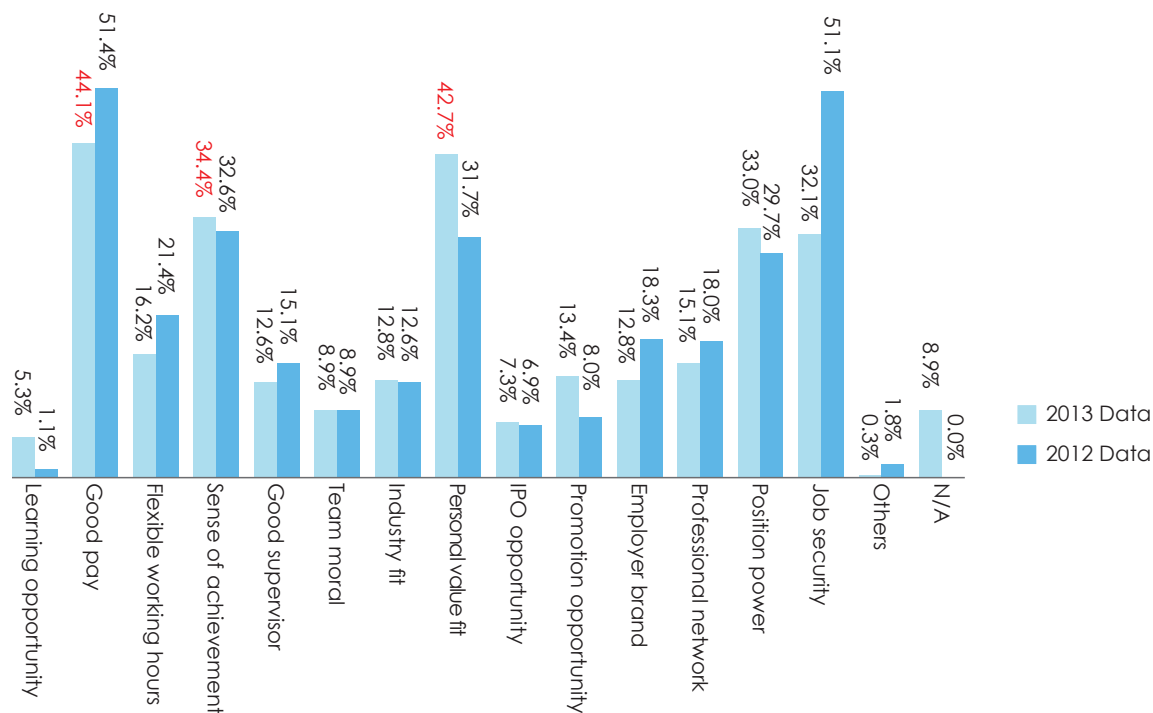
4c Top three engagement drivers by age group:
Below 30 years old:



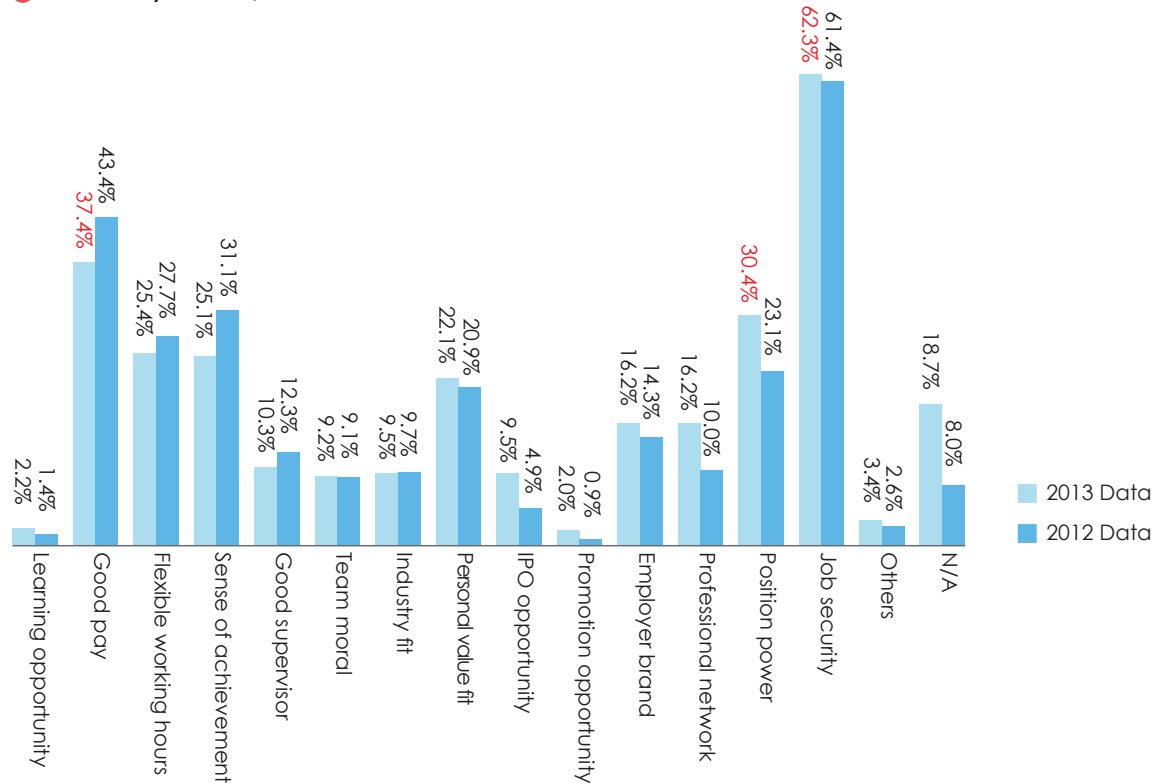
4b 30-40 years old:



4c 40-50 years old:



4d Above 50 years old:



4e Top engagement drivers across age groups:

Below 30 years old	30-40 years old	40-50 years old	Above 50 years old
Learning opportunity	Good pay	Good pay	Job security
Good pay	Promotion opportunity	Personal value fit	Good pay
Promotion opportunity	Personal value fit	Sense of achievement	Position power
Good supervisor		Position power	
Personal value fit		Job security	

5 Top three effective practices (perceived) to improve employee retention:



In terms of retaining talent, survey results show that career development opportunity within an organization trumps as the most effective approach (see Figure 5) echoing the turnover triggers data. Career development does not only mean vertical promotion. Cross-functional rotations, horizontal movement, special assignment or projects, temporary positions can be great career-enhancement

alternatives. We need to keep this in mind when designing talent programs. To further extend this effort, some organizations choose to build a strong employment brand in the market to attract high quality candidates and retain key talent. **See the following case for more practices in employer branding at Boehringer-Ingelheim.**

Case

Boehringer-Ingelheim



Kevin Kang
Vice President-Human Resources
Boehringer-Ingelheim



Lily Chen
Staffing & Recruiting Director
Boehringer-Ingelheim

Employer Branding Program

+ Program Background

As a world famous pharmaceutical company with over 100 years' history, Boehringer Ingelheim(BI) has been growing rapidly in the past two years due to increasing investment, plant

expansion, new R&D center, new bio-pharmaceutical projects, and new product development in China. Aggressive growth leads to heavy demand on talent. To prepare and win the war of talent, BI started the

employer branding project in 2012.

+ Program Design

In 2012, BI China started the "Vision Development" project to explore the company vision for 2020. Base on BI's

global value (Respect, Trust, Empathy, Passion), internal and external talent interviews, surveys and management team discussions, we have identified three key elements for our EVP (Employment Value Proposition): Growth, Excellence, Trust (G.E.T), which represents our rapid growth in the market, product excellence, and the trust with our employees. The EVP project is much more than a slogan to us. We aim at making EVP deeply rooted in employees' daily work so that they can be the "brand embosser" to influence and attract external job candidates.

In order to attract employees' attention and strengthen their understanding of our EVP, HR department did a lot of work in the preparation stage such as office decoration and communication campaigns. For example, in some interactive emails, we ask our employees: What attracts you to join the company? What helps you to grow? What makes you achieve your future goals? These intriguing questions trigger people's thoughts related to our EVP.

BI China senior management team highly supports the project and facilitates our EVP opening ceremony. We designed different activities in order to fit context in different business units. Furthermore, we use social media to promote the employer branding. For example, we created an online game platform

(called Discovering BI) at our official website. Both internal employees and external candidates can learn about our culture and working environment via this platform.

Besides the above activities, BI encourages and supports people growth to show our commitment in our EVP. We offer employees various career opportunities and transfer high-potential employees from China to our global headquarter or other countries. Employees feel that the organization cares about them and their growth. This is a mutually beneficial project to employees and the organization.

For campus recruitment, we do something different than lecturing about our company. We discuss career planning at BI with students and help them understand G.E.T. We offer a 3-week training program to our newly-hired fresh graduates. During the program, each one of them has a mentor who provides support and guidance in their transition period. Our China CEO, HR Vice President and business leaders join the graduation ceremony. The whole experience shows that BI cares about them and their future at BI. To sustain the momentum, we established "HR marketing" function to drive and maintain the communication process. Being the best employer is a long-term investment and commitment to BI.

➤ Outcome Measurement

We measure the effectiveness

of employer branding program from two perspectives: the long-term effectiveness criteria include employee engagement (via employment survey), best employer awards, and the attraction rate of external job candidates; the short-term criteria include ROI of online campaigns via social media.

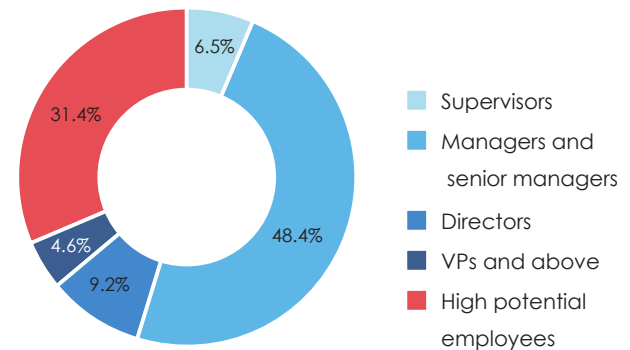
➤ Insights and Tips

- ① Employer branding is not merely an external marketing effort for talent acquisition. More importantly, it is about motivating existing employees, getting their buy-in, and embedding them in the values we propose.
- ② Effective employer branding program requires strong communication campaigns throughout the organization. Getting support from senior executives and attention/interest from employees are vital.
- ③ The employer branding initiative can help build a positive corporate image. However, maintaining this image is much more important in the long run. We need to keep looking for creative solutions.

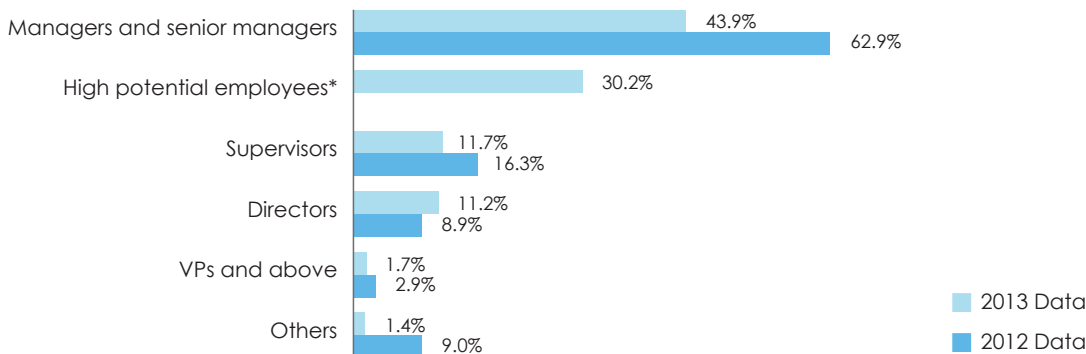
Part 2 Current Development Practices

Keeping a strong and balanced leadership pipeline across all levels is crucial for an organization's long-term survival. Survey data show that organizations continue pushing hard on developing mid-level leaders and high potential talent (see Figure 6a and Figure 6b). Beyond this, we see the need to further strengthen leadership pipeline at senior levels (see Figure 7). We hope to see more efforts of developing senior leaders in China for China to drive sustainable growth. We highlighted this point in last year's survey; we re-emphasize its imperativeness given current talent landscape and business context in China.

6b Increasing investment in talent development (compared with last year):

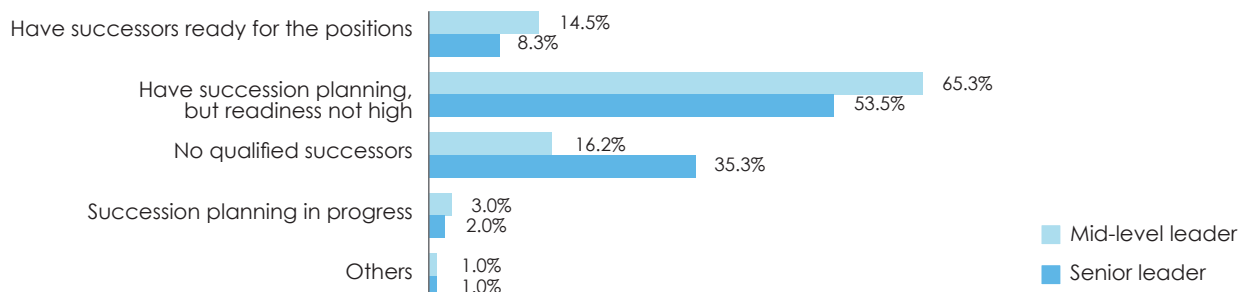


6a Which level(s) of leaders do you currently focus for development:



* Data not available in 2012

7 Bench strength of mid-level leaders(managers and senior managers) and senior leaders(directors and above):



In terms of development practices, most development methods have been adopted (see Figure 8).

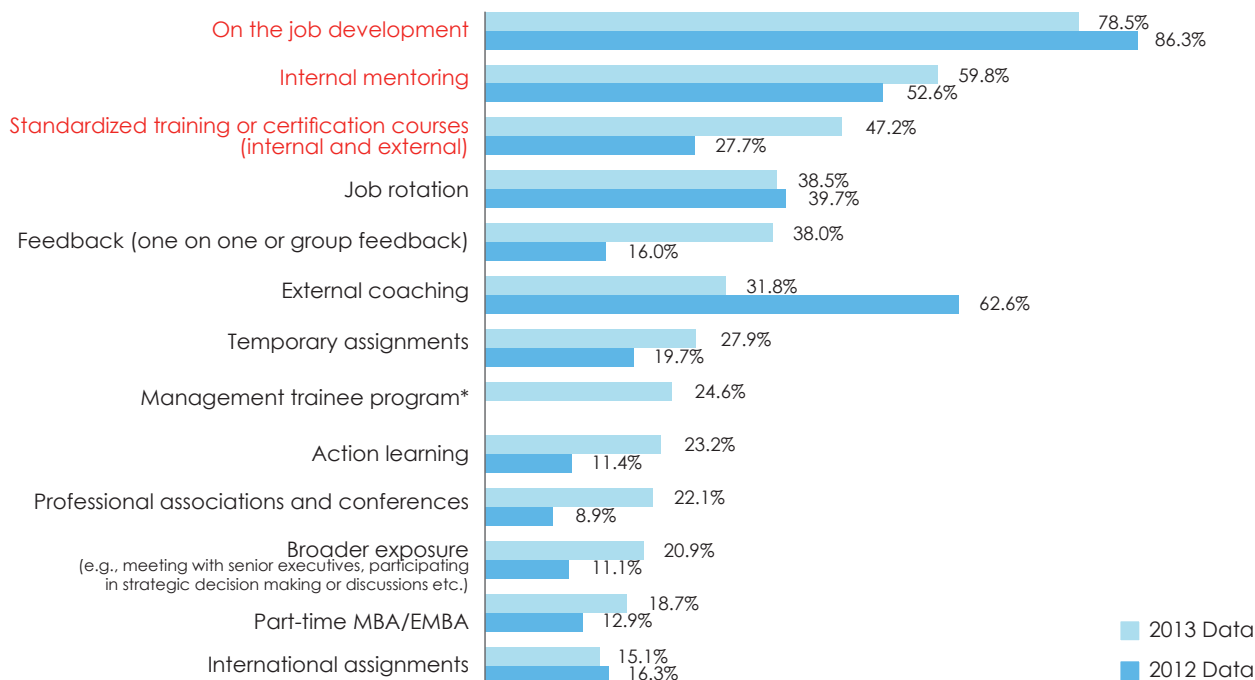
Compared with the data from last year, we found that several approaches (training, certification classes, feedback, action learning, professional conferences, and exposure to executives) become more popular this year due to the fact that these approaches are primary methods of developing mid-level managers. Compared with last year, fewer organizations choose external coaching—a high-touch individualized approach. Experiential development approaches such as on-the-job development, internal mentoring and job rotation are perceived as the most effective methods (see next page Figure 9), very similar to the results from last year.

We also notice a trend that more organizations are designing and delivering extensive programs

which incorporate all three development channels: assignment (action learning projects), feedback (360 feedback assessment, internal mentoring), and workshops (customized modules). Usually, these programs last from six months to one year with rigorous curriculum design and milestone reviews. In addition to direct skill building on leadership competencies, extra benefits from this kind of programs include:

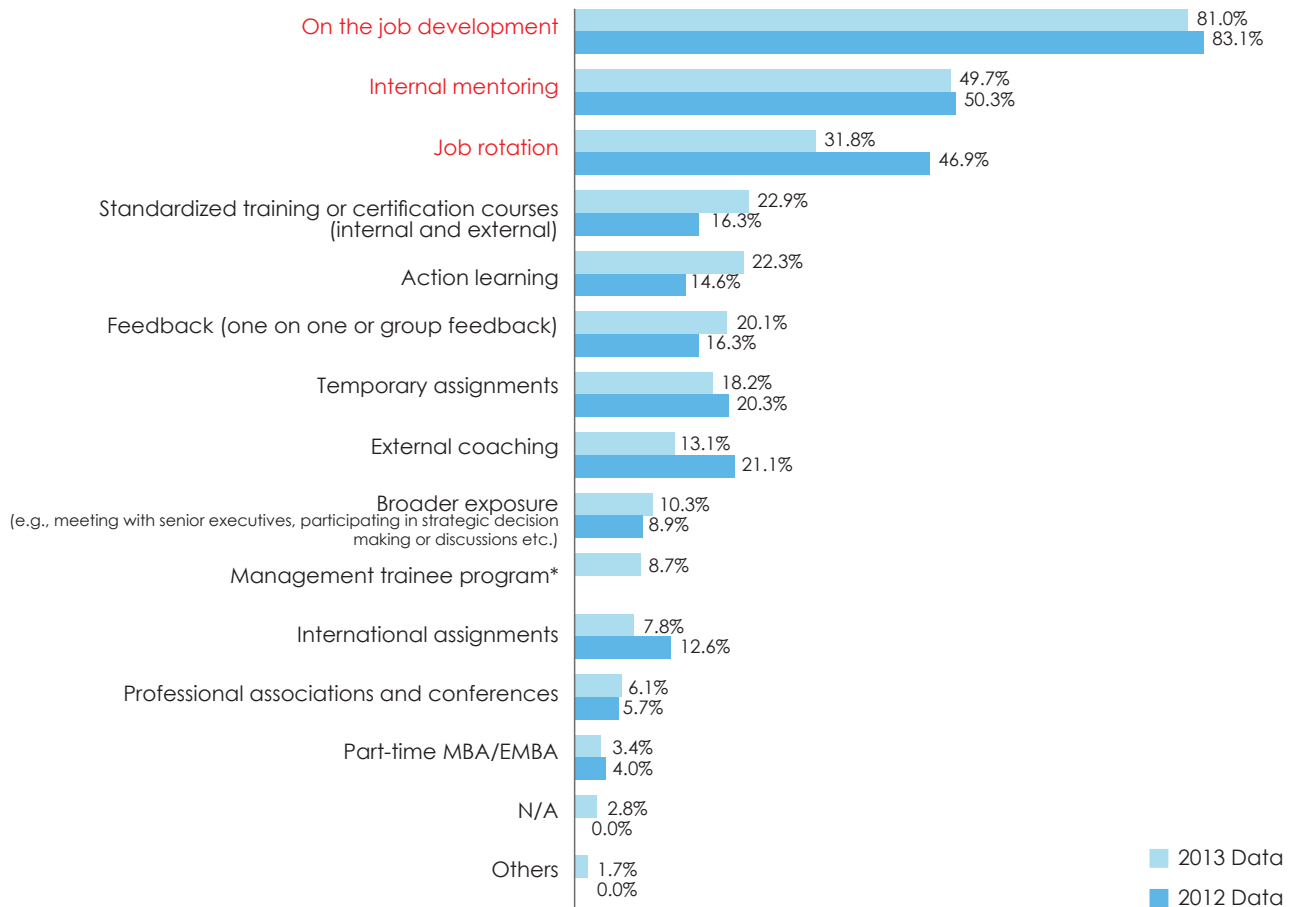
➤ **Busting silo mindset and instilling organization-wide identity.** It is common that a group of participants from multiple functions are selected for the program. This is a great opportunity for them to directly interact with each other, build mutual understanding, establish consensus, start thinking about work-related issues from a big picture, and possibly generate synergy. Most participants appreciate this necessary but rare opportunity to know people from different functions,

8 Top three most used development approaches in your organization:



*Data not available in 2012

Top three most effective(perceived) development approaches:



*Data not available in 2012

regions, and business lines.

➔ **Building a cohort rather than separate individuals.**

Participants of a 1-year program get closer to each other and become a cohesive group of people with heightened learning motive. The psychological bond created via the program could shape an organization's future leadership team. Once they step up into the critical leadership roles, trust, mutual understanding, and collaboration would be a given asset.

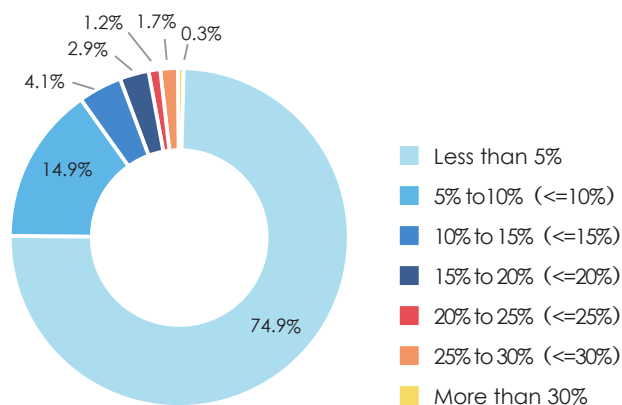
➔ **Showcasing China talent to regional and global leaders.**

The program is an excellent opportunity for

participants to market themselves and their China organization to regional and global leaders. Smart program sponsors (e.g., China CEO or president) invite senior executives from global head quarter to join the program as guest speakers, panelists, or presentation judges so that China talent can have face-to-face interactions with upper management figures and exchange their thoughts and ideas. This exposure is what many China talent needs.

High potential program remains a popular development approach. Results from the current survey show that the size of a high potential pool is set at about 5 to 10 percent of a given level (see Figure 10). Those who have been identified as high potentials are likely to get promotion more quickly (Figure 11). But a small portion of them also exit the high potential pool due to different reasons (see Figure 12). To our surprise, the most frequently used high potential identification criterion is performance-related indicators (see Figure 13). This suggests that most managers still have a hard time differentiating past performance and future potential. Some organizations take a more forward-looking approach and invest in management trainees as their next generation leaders. **See the next page for more practices of an international management trainee program implemented at Unilever China.**

12 High potential employees failure rate (excluding volunteering turnover):



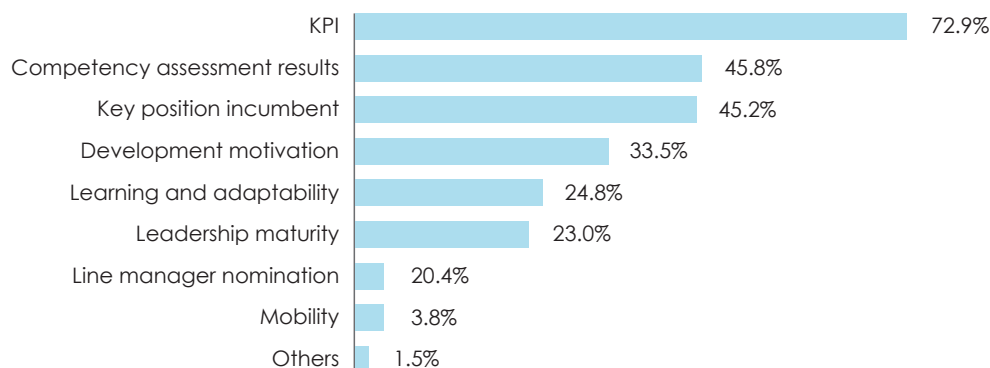
10 What is the percentage of high potential employees at the same level across all functions in your organization:

High potential percentage at the same level (N=343)	2013 Data	2012 Data
Less than 5%	30.3%	32.0%
5% to 10% (<=10%)	42.6%	41.5%
10% to 15% (<=15%)	16.0%	17.4%
15% to 20% (<=20%)	7.9%	
20% to 25% (<=25%)	1.7%	7.4%
25% to 30% (<=30%)	1.5%	
More than 30%	0.0%	1.7%

11 In general, how long does it take for a high potential talent to be promoted to the next level position:

High potential promotion (N=343)	2013 Data	2012 Data
Less than 1 year	7.0%	35.1%
1 to 2 years (<=2 years)	47.8%	
2 to 3 years (<=3 years)	27.7%	46.0%
3 to 4 years (<=4 years)	4.7%	
4 to 5 years (<=5 years)	0.6%	2.3%
More than 5 years	0.3%	
I am not sure. It depends.	12.0%	16.6%
N/A	0.0%	0.0%

13 High-potential talent selection standards:



Case

Unilever

**Patrick Hull | Leadership Development Director North Asia | Unilever**

Overseas Management Trainee Program

+ Program Background

The war for talent in China is fierce and all companies are fighting for the same small group of high potential candidates. At the same time, we see a growing trend that more and more Chinese are studying at top universities overseas. In addition, we are a multinational company and our employees are increasingly working in a globalized environment (almost all jobs at Unilever China have some connections to someone from other countries). On top of this, Unilever has a strong “grow talent” philosophy and we prefer to hire fresh graduates and develop them into future leaders. Therefore, we decided to tap into Chinese overseas students for our management trainee program (called the Unilever Future Leader Program). Unilever China started the program in 2010 and is the first country within Unilever to roll

out this program.

+ The Participants

We recruit Chinese graduates from leading universities in UK and US with either bachelor or master degrees. They work at Unilever US or UK operations for one to two years before returning back to Unilever China. Currently, we have over 50 management trainees based overseas and the first batch of about 30 trainees have just returned back to China. Most of them work in Marketing; others are from Finance, Human Resources, Sales, Supply Chain, and R&D.

+ Expectations

We expect trainees to come back to China with the confidence to work in a multi-cultural environment and the learning agility to adapt to different circumstances. We want

them to share with their colleagues in China best practices from UK or US so that Unilever China can accelerate towards its growth ambition. We hope that they can use their global network to help their colleagues in China work more effectively with global teams and understand how to get things done in a global matrix organisation which contributes to collaboration and innovation.

+ Program Design

This is a 3-year program. During the three years, they rotate within their own functions or in related functions to accumulate necessary skills and experience. At the end of the 3-year program they have the opportunity to get a promotion to management based on their performance. More specifically, trainees spend their first 1-2 years overseas followed by their

rotation in China.

We have a rotation plan for each trainee. The plan is a combination of business demand and what is the most appropriate for the trainee. The plan is like a “required curriculum” for them to get all the basic experience and skills. Taking marketing as an example, there are three main areas in rotation: one year in brand development, one year in brand building, and the third year is divided between Sales and Marketing.

We want trainees to stay close to the management team and develop deep business acumen as fast as possible. Besides their daily work, they participate in big projects and join accelerated learning modules (e.g., four-week marketing foundation skill session, key leadership sessions). Every six months they deliver a presentation to the directors (their functional leaders in China), showing their key learnings and take-aways. Directors review their performance, give ratings on how well they have been doing in the past six months, and provide further development suggestions. This is an excellent learning experience for them.

One of the success factors of this Program is the connection between trainees and their directors back in China. Trainees have frequent

conference calls, coaching sessions, face-to-face meetings whenever possible to get a better idea about their progress. Another effective way to keep them updated about China business is through social media such as weibo and constant news feeds from China. It is vital to maintain trainees' motivation to come back to China and contribute to Unilever's China business.

✚ Insights and Tips

- ① Coping with and leveraging cultural differences are important for both trainees and their managers at US/UK during their rotation. Having cultural induction training upfront helps a lot.
- ② Studying overseas does not mean having adequate working experience overseas. Need to consider this when selecting trainee candidates.
- ③ This program provides good chance to strengthen Unilever's employment branding overseas.
- ④ Need to carefully manage trainees' overseas managers' expectations and roles. The purpose of the rotation is not embedding trainees in US/UK culture, but bringing their experience from US/UK back to China operations.
- ⑤ To boost overseas manager's commitment and involvement in the

Program, we asked trainees to show their appreciation to their overseas managers in their “graduation ceremony” before coming back to China. For example, they made paintings for their managers, sang songs, and sent thank-you cards, which are quite touching moments for the managers. We deliver our “grow talent” message to our business leaders and tell them that the Program is good for them and for the organization. Those line managers are happy about the Program and would like to contribute more next time.

- ⑥ Take care of trainees' emotions. Listen to their concerns and be more humane in the process. Manage their expectations both professionally and personally.
- ⑦ To run a successful program like this, organizations need to have relatively mature trainee programs with a global scale.
- ⑧ Maintain connection with China business is crucial. Don't overly “embed” trainees in overseas operations and forget about their mission back in China.

Though we support high potential development initiatives, we advise organizations plan carefully and strategically to get the best return on investment.

➡ **Content of high potential development warrants**

careful design. Currently, most high potential programs include development modules on understanding business strategies and basic people management skills. Few programs include content on leading in tough situations. To prepare for future challenges, organizations need to consider topics such as resilience, managerial courage, and innovation.

➡ **Carefully managing the size of a high potential pool is critical.** Given limited upward promotion opportunities, an oversized pool might result in talent over supply. Lack of available stretching positions after high potential programs might lead to dissatisfaction or even turnover.

➡ **Rethink optimal placement for high potentials.** In most cases, upward advancement is regarded as the next step for high potentials after successfully completing a certain development program. If the thrust of high potential is learning and adaptation, alternative paths might be equally ideal for them such as cross-functional positions, internal start-up opportunities, turn-around situations, exploring new markets or products.

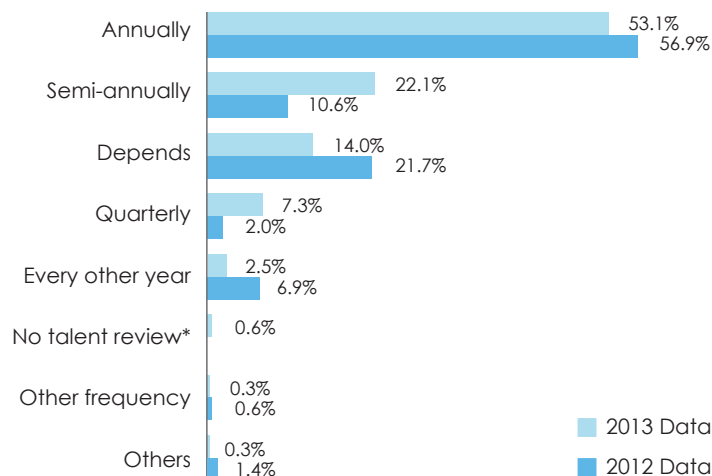
Results from the survey show that the contribution of high potential programs to succession planning remains steady

14 What is the success rate of leadership succession via high potential programs in your organization:

Succession planning success rate via high potential programs (N=303)	2013 Data	2012 Data
Less than 5%	19.1%	21.1%
5% to 10% (<=10%)	18.5%	17.1%
10% to 15% (<=15%)	11.2%	12.0%
15% to 20% (<=20%)	5.9%	
20% to 25% (<=25%)	3.6%	10.9%
25% to 30% (<=30%)	2.0%	
More than 30%	9.9%	10.3%
Not sure	5.6%	28.6%
No statistics	24.1%	

over the past three years (around 10%; see Figure 14). In general, most organizations conduct talent review annually, though we notice the increase of frequency (semi-annual review) from this year's survey (see Figure 15). To further improve the effectiveness of talent review process, some organizations come up with creative solutions to fit unique organization context. **See the next page for some practical solutions to talent review&succession planning at Tsingtao Beer.**

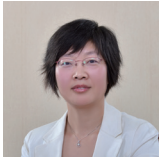
15 How often do you conduct talent review successions:



*Data not available in 2012

Case

Tsingtao Beer



Lucy Du | Talent Management Director | Tsingtao Beer

Talent Review & Succession Planning Program

+ Program Background

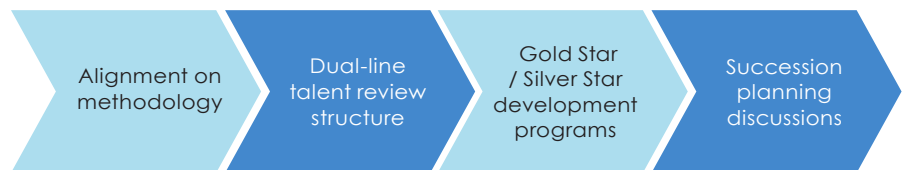
Tsingtao Beer has a 110-year history and nurturing internal talent has always been our priority. Several past Presidents and our current President were all internally promoted. In recent years, rapid business growth generates high demand for talent. Moreover, globalization pushes people to adapt to diverse cultural context in work places. In 2010, we upgraded our talent management system and rolled out the new system in all our subsidiaries. The core of our new system is: breed talent at local level, share talent at regional level, and assemble talent at corporate level.

+ Program Design

Tsingtao Beer's succession planning process consists of the following major steps:

① Alignment on methodology

Tsingtao Beer uses performance-



potential matrix (the 9-cell matrix) as the primary methodology for succession planning and talent review. When we first adopted the 9-cell matrix, we revised and customized it to fit our organization culture and context. We generated our own definition for each cell in the matrix with very detailed assessment criteria. We, then, rolled out this methodology throughout Tsingtao Beer and equipped all our people managers with this powerful tool.

② Dual-line talent review structure

To increase talent review effectiveness, we have a creative idea of conducting talent review

from two different perspectives (so-called "dual-line talent review structure"). For the same group of talent, we conduct two talent review sessions: one by the corporate functional department, another by the regional or business unit management team. The dual structure can increase the validity of the review process in terms of enhancing inter-rater agreement (measured with a 3-point scale). Supported by performance and assessment data, people placed in 7, 8, and 9 cells (cells with medium to high performance and potential levels) would be included in our talent pool for subsequent development activities.

③ Gold Star / Silver Star development programs

Employees in the talent pool are eligible for enrollment in our Gold Star and Silver Star development programs. Gold Star program is designed for building bench strength of mid-level leaders at corporate head quarter or high-level leaders in regional operations. Program curriculum includes in-class lectures, seminars, executive round table discussions, coaching, best practice sharing, field studies and visits, action learning, social responsibility activities, and rotations. We also have on-the-job assignments which are closely related to participants' daily work and strategic focus of the whole organization. Enrollment in the Gold Star program does not guarantee anything in career advancement. We track participant progress during the Program. Satisfactory performance in the Program warrants eligibility for promotion to the next level positions. Similarly, Silver Star program is designed for mid-level leaders in regional operations. Participants from the Gold Star program would act as coaches to those enrolled in the Silver Star program.

④ Succession planning discussions

We keep tracking participants' progress even after their graduation

from the above two programs. Talent review committees discuss succession planning with those graduates in mind together with the support from talent development review reports, performance data, assessment results, talent review comments, and job rotation records. We integrate all data when nominating them for promotion to a position related to succession planning.

➤ Insights and Tips

① First of all, corporate executive support and involvement are essential. In addition, the whole process needs to be aligned with organization strategies. At Tsingtao Beer, talent programs are driven by business leaders (such as GMs). Throughout the whole talent review and succession planning process, GMs can have a big picture of the talent landscape and a firm grip on talent status quo for each key position (such as key strengths, major gaps, talent shortage, and development approaches). This practice fuels strategic goals for each business unit, and elevates employee morale.

② Secondly, human resources department acts as a supporter and advisor in the whole process. Before we kick start the process, HR people transfer the knowledge

and methodology (via meetings, training sessions, or even on-site support) to all business leaders who are involved to ensure they get the whole picture of the process and are able to execute as planned.

③ Thirdly, building a "talent development" culture is vital. People need to have a "talent mindset", and value nurturing and exporting talent. We started our internal recruitment and rotation practice in year 2002. For instance, when we have a vacancy, internal referral and recruitment would be the first channel to fill the position. It doesn't matter which business unit or region you are from. As long as you think you are a good fit for the vacancy, you are encouraged to apply for the position and we will select the best one from the pool. We established our talent system with the core idea of "breed talent, share talent, and assemble talent". Every business leader views talent development as their core job responsibility. We feel truly proud of successfully breeding new talent, sharing talent with other units, and retaining talent within the organization. Tsingtao Beer also designed specific reward schemes to support and strength our talent culture.

Part 3 The Culture Factor

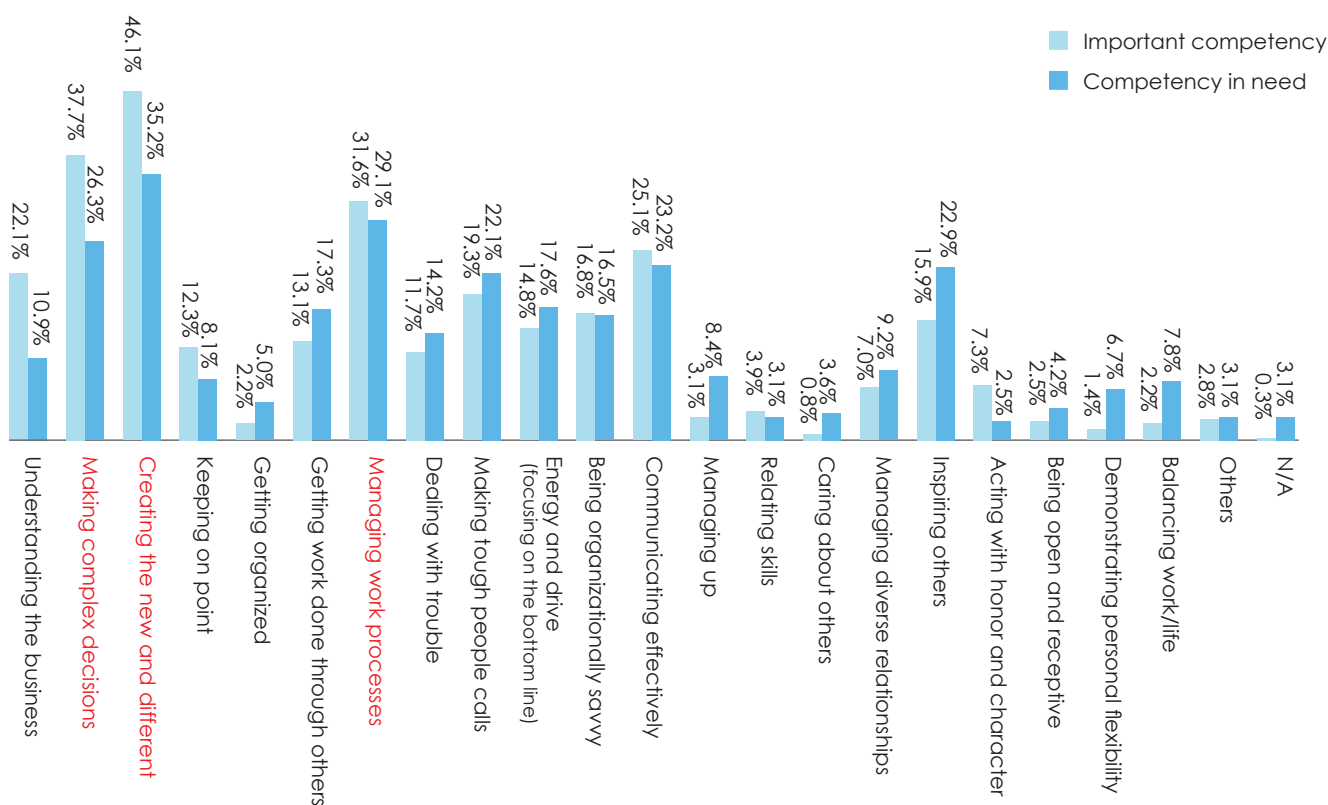
A fundamental question about talent management is what kind of talent/leader we need in China. How does the culture factor play in this topic? Would organizational culture or national culture shape leadership profile in different places? Multinational companies are thinking about this in order to identify future global leaders from China in an early stage. China companies are thinking about this in order to find the right people to lead business overseas. Though providing a definitive answer to this profound question is beyond the scope of this survey, our analyses of the data could shed some light on the discussion.

We asked our survey participants which leadership competencies are most important and most needed.

Aggregated results show that Creating the New and Different, Making Complex Decisions, and Managing Work Processes are the top three important competencies (listed in order of importance level; see Figure 16 for more information). Interestingly, some competencies show up as the top three most needed ones, suggesting that we need leaders who can challenge and change status quo but also leverage process management in operations.

To test the impact of organization culture on leadership profile, we separated the data into three sub-samples: multinationals (MNCs), privately-owned enterprises (POEs),

16 Top three leadership competencies that you believe are most important and needed in your organization;



and state-owned enterprises (SOEs). Figure 17 lists the most needed leadership competencies in three different types of organizations. In addition to the three competencies mentioned above, we also identify some differences between three types of organizations. Results about MNCs are very similar to that from the total sample (especially the top 3 most needed competencies) due to the large sample size of MNCs in our data. The top six competencies needed by MNCs shows a balance between strategy-related competencies (e.g., Creating the New and Different, Making Complex Decisions) and people-related competencies (e.g., Inspiring Others, Making Tough People Calls). Those needed by POEs are mostly strategy and business-related (e.g., Focusing on the Bottom Line), reflecting fast, customer-focused, and result-driven POE culture. The list of SOEs suggests some internal-focused competencies (e.g., Being Organizationally Savvy, Getting Work Done Through Others) which makes a lot of sense given unique culture and

organizational context in SOEs. This quick analysis does show that organizational culture shapes leadership profile, or at least our perception of successful leadership profile.

The impact of a more macro factor—national culture on leadership is even more complicated. Organizations are struggling when identifying future leaders from different cultures throughout the world and wondering whether it is fair to use same criteria in assessing and selecting leaders across different countries. Some argue that cultural differences make talent profile somewhat different in China. Others suspect that language might be the major confounding factor.

A Fortune 500 chemical company conducted a small research project in China trying to figure out some possible contributing factors (see the next page for more information).

17 Leadership competencies that you believe are most needed in your organization;

MNC (N=239)	POE (N=90)	SOE (N=29)
Creating the New and Different	Creating the New and Different	Making Complex Decisions
Managing Work Processes	Managing Work Processes	Making Tough People Calls
Making Complex Decisions	Communicating Effectively	Being Organizationally Savvy
Inspiring Others	Making Complex Decisions	Understanding the Business
Making Tough People Calls	Focusing on the Bottom Line	Getting Work Done Through Others
Communicating Effectively		Inspiring Others
		Creating the New and Different

*Note: MNC: Multinational (including foreign invested & joint venture)
 POE: China privately-owned enterprise
 SOE: China state-owned enterprises

Case

A Fortune 500 chemical company

The Impact of Cultural Differences on Leadership Profile

+ Research Background

Talent shortage is not a new topic in China. It is quite hard to find capable young talent from China to take more responsibilities at regional or even global level. As a result, we would like to know the impact of cultural differences in assessing and identifying talent, which will contribute to a fair and effective talent management process. We invited business leaders to focus group sessions. We also discussed this topic with HR professionals to get input from other organizations.

+ Key Findings

We found that talent shortage is a pretty common issue in multinational companies operating in China. Many organizations realize that China talent, although has clear strengths in certain areas, usually has some noticeable gaps to their westerns peers. Based on the data, we identified two major factors.

① First of all, we have a generation

Chinese Leader Self-Perception	Western View on Chinese Leaders
Major Strengths Customer focus Drive for results People-oriented People development	Major Strengths Hard-working Dealing with ambiguity
Major Gaps Internal networking Boss relationship	Major Gaps Making tough decisions Leadership acceptance People development Internal networking

gap in China. Most people who are currently taking leadership roles (born in 1960s to early 1970s) do not have broad global perspectives. Most of them were educated locally and are marked with traditional values. Compared with young generations, they have limited experience living abroad and interacting with people from different cultures, which to some extent limits their breadth and openness to diverse experiences.

② The second factor relates to leadership perceptions. We found that Chinese leaders and western leaders differ in their views on Chinese

leaders' strengths and weaknesses. For example, Chinese leaders view themselves pretty strong in people development; while western peers think this is a major development area especially in building strong leadership pipeline, building effective teams, and listening to other people. Even if they agree on internal networking as one of the weaknesses, interpretation of what good networking behaviors look like differs. Chinese leaders believe that social skills (such as saying hello, and doing small talks in the corridor) are good networking; while their western peers certainly expect more. We summarize our findings in the table.

Part 4 Challenges Ahead

When connecting with macro economy and business environment, talent management becomes a business initiative rather than a HR project. According to a global survey conducted by Economist, sixty-five percent (65%) C-level executives are the main drivers of talent strategy formulation (Economist Intelligence Unit, 2010). In terms of execution, about 46% executives are responsible. Results from our survey show a noticeable gap. Among the participating organizations, only 9.7% of the talent programs are mainly driven by CEOs or general managers. In addition, our survey respondents expressed other challenges of talent management practices (see Figure 18).

First of all talent management practitioners realize that to fully release the power of any talent programs, they need to first transform line managers to talent experts or talent coaches. In line with this thinking, many organizations launch internal mentoring programs, which put line managers at frontline of nurturing talent. Other objectives of internal mentoring programs include fostering a development culture and enhancing line manager skills in talent assessment and development. As Figure 9 shows, internal mentoring is one of the top three most effective talent development approaches based on our survey respondents' perception.

18 Top three challenges of talent management:



Secondly building a mature talent management system is not a one-time effort. It requires organization support, sustained commitment, long-term perspective, courage to change, and persistence. Once line managers are involved and committed, more resources will be available to build a coherent talent management system step by step. We need to open our mind and approach talent management with a system view and change management perspective instead of a piecemeal solution-based angle.

Thirdly the mismatch between talent strategy and business strategy warrants our attention. We need to actively listen to line managers about their talent challenges and adopt a holistic view rather than jumping to a "tool-searching" mindset prematurely. More importantly, we need to take a more forward-looking view on talent management, i.e., the focus is not only about what kind of leaders we need now, but predicting what kind of leaders we need in the future to sustain business growth.

Part 5 Data by Ownership Category

In this section, we present survey data by three ownership categories: Multinationals (MNCs), China state-owned enterprises (SOEs) and China privately-owned enterprises (POEs).

Sub-sample demographics

Ownership structure	Sub-sample size	% in the total survey sample(N=358)
MNC	239	66.8%
SOE	29	8.1%
POE	90	25.1%

Data by Ownership Category

Ownership structure	2012 annual employee turnover rate	Average	20% Percentile	40% Percentile	50% Percentile	60% Percentile	80% Percentile
MNC	Overall voluntary turnover (N=220)	14.5%	6%	10%	10%	14.6%	20%
	Overall non- voluntary turnover (N=208)	5.3%	1%	2%	3%	5%	8%
	High-potential voluntary turnover (N=201)	5.9%	1%	3%	5%	5%	10%
	High-potential non-voluntary turnover (N=198)	1.2%	0%	0%	0%	0%	2%
SOE	Overall voluntary turnover (N=27)	9.7%	2%	6%	9%	10%	13%
	Overall non- voluntary turnover (N=26)	4.7%	0%	1%	1%	4%	6%
	High-potential voluntary turnover (N=26)	5.9%	1%	2%	4%	5%	10%
	High-potential non-voluntary turnover (N=26)	1.3%	0%	0%	0%	0.5%	2%
POE	Overall voluntary turnover (N=85)	14.6%	5%	10%	10%	12%	20%
	Overall non- voluntary turnover (N=85)	6.0%	1%	2.3%	5%	5%	10%
	High-potential voluntary turnover (N=84)	7.8%	2%	4%	5%	5%	10%
	High-potential non-voluntary turnover (N=84)	2.0%	0%	0%	0.1%	1%	3.9%

Data by Ownership Category (continued)

Job level with highest turnover rate	MNC	SOE	POE
Individual contributor	74.5%	58.6%	63.3%
Supervisor	8.8%	24.1%	14.4%
Manager to senior manager	6.7%	6.9%	8.9%
Director	0.8%	0.0%	2.2%
VP and above	0.4%	0.0%	1.1%
High potential employees	8.8%	10.3%	10.0%
New hire/current employee rate	MNC	SOE	POE
Less than 5%	24.7%	38.0%	12.2%
5%-10% (<=10%)	28.5%	24.2%	23.3%
10%-15% (<=15%)	17.6%	17.3%	17.8%
15%-20% (<=20%)	10.9%	6.9%	17.8%
20%-25% (<=25%)	6.3%	3.4%	15.6%
25%-30% (<=30%)	3.3%	3.4%	6.7%
30%-40% (<=40%)	4.2%	0.0%	0.0%
40%-50% (<=50%)	1.3%	0.0%	1.1%
more than 50%	2.0%	3.4%	3.3%
No new hires	1.2%	3.4%	2.2%
Most focused level for development	MNC	SOE	POE
Supervisors	11.3%	20.7%	10.0%
Managers and senior managers	41.4%	62.1%	44.4%
Directors	10.0%	10.3%	14.4%
VPs and above	0.8%	0.0%	4.4%
High potential employees	35.7%	6.9%	23.3%
Others	0.8%	0.0%	3.3%

Data by Ownership Category (continued)

High potential percentage at the same level	MNC	SOE	POE
Less than 5%	31.7%	34.6%	25.3%
5%-10% (<=10%)	42.2%	38.5%	44.8%
10%-15% (<=15%)	16.5%	11.5%	16.1%
15%-20% (<=20%)	7.0%	11.5%	9.2%
20%-25% (<=25%)	1.3%	0.0%	2.3%
25%-30% (<=30%)	1.3%	0.0%	2.3%
More than 30%	0.0%	0.0%	0.0%
High potential promotion	MNC	SOE	POE
Less than 1 year	5.2%	3.8%	12.6%
1-2 years (<=2 years)	45.7%	42.3%	55.2%
2-3 years (<=3 years)	31.3%	15.4%	23.0%
3-4 years (<=4 years)	4.8%	11.5%	1.1%
4-5 years (<=5 years)	0.0%	7.7%	0.0%
More than 5 years	0.0%	3.8%	0.0%
Not sure.	13.0%	15.4%	8.0%
High potential failure rate	MNC	SOE	POE
Less than 5%	77.0%	80.8%	67.8%
5% -10% (<=10%)	13.5%	7.7%	20.7%
10% - 15% (<=15%)	3.0%	7.7%	5.7%
15% - 20% (<=20%)	3.5%	0.0%	2.3%
20% - 25% (<=25%)	1.3%	0.0%	1.1%
25% - 30% (<=30%)	1.7%	3.8%	1.1%
More than 30%	0.0%	0.0%	1.1%

Data by Ownership Category (continued)

Talent review frequency	MNC	SOE	POE
Annually	5.4%	0.0%	14.4%
Semi-annually	24.7%	10.3%	18.9%
Depends	53.6%	65.5%	47.8%
Quarterly	2.1%	3.4%	3.3%
Every other year	0.0%	0.0%	1.1%
No talent review	13.4%	20.7%	13.3%
Other frequency	0.4%	0.0%	0.0%
Others	0.4%	0.0%	1.1%
Succession planning success rate via high potential program	MNC	SOE	POE
Less than 5%	17.9%	26.1%	20.5%
5%-10% (<=10%)	19.8%	11.5%	16.4%
10%-15% (<=15%)	10.6%	7.6%	13.7%
15%-20% (<=20%)	6.3%	3.8%	5.5%
20%-25% (<=25%)	3.4%	7.6%	2.7%
25%-30% (<=30%)	1.0%	0.0%	5.5%
More than 30%	10.1%	7.6%	9.6%
Not sure	5.3%	7.6%	5.5%
No statistics	25.6%	19.2%	20.5%

Part 6 Data by Industry

In this section, we present survey data on five industries: equipment & machinery, consumer goods, life sciences, automotive parts, and information technology.

Sub-sample demographics

Industry	Sub-sample size	% in the total survey sample(N=358)
Equipment & machinery	44	12.3%
Consumer goods	39	10.9%
Life sciences	35	9.8%
Automotive & parts	30	8.4%
Information technology	28	7.8%

Data by Industry

Job level with highest turnover rate	Equipment & machinery	2012 Data	Consumer goods	2012 Data	Life sciences	2012 Data	Automotive & parts	2012 Data	Information technology	2012 Data
Individual contributor	75.0%	64.0%	61.5%	69.0%	74.3%	78.0%	80.0%	70.0%	71.4%	80.0%
Supervisor	9.1%	5.0%	20.5%	9.0%	14.3%	9.0%	6.7%	3.0%	0.0%	5.0%
Manager to senior manager	2.2%	5.0%	7.7%	17.0%	8.6%	7.0%	6.7%	8.0%	7.1%	2.0%
Director	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%
VP and above	0.0%	0.0%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	0.0%
High potential employees	13.6%	26.0%	7.7%	6.0%	0.0%	7.0%	6.7%	19.0%	17.9%	12.0%
Most focus level for development	Equipment & machinery	2012 Data	Consumer goods	2012 Data	Life sciences	2012 Data	Automotive & parts	2012 Data	Information technology	2012 Data
Supervisors	11.4%	21.0%	2.6%	14.0%	14.3%	19.0%	10.0%	24.0%	17.9%	12.0%
Managers and senior managers	43.2%	69.0%	59.0%	63.0%	20.0%	74.0%	63.3%	73.0%	39.3%	63.0%
Directors	2.3%	7.0%	15.4%	14.0%	11.4%	9.0%	3.3%	5.0%	7.1%	22.0%
VPs and above	0.0%	0.0%	2.6%	9.0%	2.9%	4.0%	0.0%	3.0%	3.6%	2.0%
High potential employees	43.2%		20.5%		51.4%		23.3%		28.6%	
Others	0.0%		0.0%		0.0%		0.0%		3.6%	

Data by Industry (continued)

Industry	2012 annual employee turnover rate	Avg.	20%tile	40%tile	50%tile	60%tile	80%tile	Avg. 2011 annual employee turnover rate
Equipment & machinery	Overall voluntary turnover (N=40)	8.8%	4%	6.4%	8%	10%	12%	14.5%
	Overall non- voluntary turnover (N=39)	2.9%	0%	1%	2%	2.17%	5%	
	High-potential voluntary turnover (N=35)	3.2%	0.5%	1%	2%	2%	5%	7.2%
	High-potential non-voluntary turnover (N=35)	0.8%	0%	0%	0%	0%	1%	
Consumer goods	Overall voluntary turnover (N=36)	14.3%	5%	10%	12%	15%	18%	18.4%
	Overall non- voluntary turnover (N=36)	6.2%	1%	2%	3%	5%	10%	
	High-potential voluntary turnover (N=35)	6.1%	3%	5%	5%	6%	10%	12.1%
	High-potential non-voluntary turnover (N=34)	1.8%	0%	0%	0.1%	1%	5%	
Life sciences	Overall voluntary turnover (N=31)	16.3%	7%	13%	15%	15.37%	26%	18.3%
	Overall non- voluntary turnover (N=29)	5.4%	2%	3%	5%	5%	6%	
	High-potential voluntary turnover (N=29)	7.1%	2%	5%	5%	5%	10%	9.7%
	High-potential non-voluntary turnover (N=28)	1.7%	0%	0%	0%	0%	3%	
Automotive & parts	Overall voluntary turnover (N=27)	10.8%	2.5%	9.5%	10%	11.23%	15%	14.0%
	Overall non- voluntary turnover (N=24)	4.3%	0%	1%	1%	2%	4.88%	
	High-potential voluntary turnover (N=25)	2.9%	0%	1%	1.8%	2%	5%	7.9%
	High-potential non-voluntary turnover (N=25)	0.4%	0%	0%	0%	0%	0.5%	
Information technology	Overall voluntary turnover (N=27)	14.2%	7%	10%	13%	15%	20%	14.7%
	Overall non- voluntary turnover (N=27)	5.9%	1%	4%	5%	5%	8%	
	High-potential voluntary turnover (N=26)	6.6%	1%	3%	5%	6%	10%	8.0%
	High-potential non-voluntary turnover (N=26)	1.2%	0%	0%	0%	0%	0.5%	

Data by Industry (continued)

New hire/ current employee rate	Equipment & machinery	2012 Data	Consumer goods	2012 Data	Life sciences	2012 Data	Automotive & parts	2012 Data	Information technology	2012 Data
Less than 5%	22.7%	40.0%	25.6%	20.0%	8.6%	22.0%	16.7%	30.0%	39.3%	34.0%
5%-10% (<=10%)	31.8%		33.3%		11.4%		36.7%		17.9%	
10%-15% (<=15%)	18.2%	36.0%	20.5%	40.0%	31.4%	46.0%	20.0%	38.0%	17.9%	39.0%
15%-20% (<=20%)	9.1%		5.1%		20.0%		6.7%		7.1%	
20%-25% (<=25%)	6.8%	14.0%	2.6%	20.0%	14.3%	20.0%	3.3%	16.0%	7.1%	17.0%
25%-30% (<=30%)	2.3%		5.1%		5.7%		10.0%		0.0%	
30%-40% (<=40%)	2.3%	5.0%	5.1%	17.0%	5.7%	7.0%	0.0%	11.0%	3.6%	7.0%
40%-50% (<=50%)	0.0%	0.0%	0.0%	3.0%	0.0%	2.0%	0.0%	3.0%	3.6%	0.0%
more than 50%	4.5%	5.0%	0.0%	0.0%	2.9%	4.0%	3.3%	3.0%	0.0%	2.0%
No new hires	2.3%		2.6%		0.0%		3.3%		3.6%	
High potential percentage at the same level	Equipment & machinery	2012 Data	Consumer goods	2012 Data	Life sciences	2012 Data	Automotive & parts	2012 Data	Information technology	2012 Data
Less than 5%	30.2%	40.0%	34.2%	31.0%	31.4%	28.0%	20.7%	43.0%	40.7%	29.0%
5%-10% (<=10%)	46.5%	38.0%	47.4%	40.0%	31.4%	48.0%	48.3%	27.0%	25.9%	46.0%
10%-15% (<=15%)	14.0%	17.0%	10.5%	29.0%	20.0%	15.0%	20.7%	19.0%	22.2%	12.0%
15%-20% (<=20%)	7.0%		5.3%		5.7%		6.9%		7.4%	
20%-25% (<=25%)	0.0%	5.0%	2.6%	0.0%	8.6%	9.0%	0.0%	8.0%	3.7%	10.0%
25%-30% (<=30%)	2.3%		0.0%		2.9%		3.4%		0.0%	
More than 30%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%	0.0%	2.0%

High potential failure rate	Equipment & machinery (N=43)	Consumer goods (N=38)	Life sciences (N=35)	Automotive & parts (N=29)	Information technology (N=27)
Less than 5%	79.1%	65.8%	71.4%	82.8%	81.5%
5%-10% (<=10%)	7.0%	23.7%	17.1%	6.9%	14.8%
10%-15% (<=15%)	9.3%	7.9%	8.6%	0.0%	3.7%
15%-20% (<=20%)	2.3%	0.0%	2.9%	0.0%	0.0%
20%-25% (<=25%)	2.3%	2.6%	0.0%	3.4%	0.0%
25%-30% (<=30%)	0.0%	0.0%	0.0%	3.4%	0.0%
More than 30%	0.0%	0.0%	0.0%	0.0%	0.0%

Data by Industry (continued)

Succession planning success rate via high potential program	Equipment & machinery (N=37)	2012 Data	Consumer goods (N=35)	2012 Data	Life sciences (N=32)	2012 Data	Automotive & parts (N=28)	2012 Data	Information technology (N=20)	2012 Data
Less than 5%	27.0%	29.0%	11.4%	20.0%	25.0%	30.0%	10.7%	14.0%	10.0%	10.0%
5%-10%(<=10%)	37.8%	12.0%	17.1%	14.0%	9.4%	13.0%	21.4%	19.0%	20.0%	27.0%
10%-15(<=15%)	5.4%	5.0%	8.6%	17.0%	15.6%	4.0%	14.3%	16.0%	5.0%	12.0%
15%-20%(<=20%)	5.4%		2.9%		0.0%		10.7%		0.0%	
20%-25%(<=25%)	2.7%	12.0%	2.9%	11.0%	3.1%	7.0%	0.0%	11.0%	5.0%	10.0%
25%-30%(<=30%)	2.7%		2.9%		3.1%		0.0%		5.0%	
More than 30%	8.1%	10.0%	11.4%	6.0%	9.4%	13.0%	25.0%	22.0%	10.0%	5.0%
Not sure	2.7%	33.0%	14.3%	31.0%	0.0%	33.0%	10.7%	19.0%	10.0%	37.0%
No statistics	8.1%		28.6%		34.4%		7.1%		35.0%	
High potential promotion	Equipment & machinery (N=43)	2012 Data	Consumer goods (N=38)	2012 Data	Life sciences (N=35)	2012 Data	Automotive & parts (N=29)	2012 Data	Information technology (N=27)	2012 Data
Less than 1 year	4.7%	24.0%	5.3%	31.0%	5.7%	35.0%	3.4%	38.0%	0.0%	37.0%
1-2 years (<=2 years)	32.6%		68.4%		45.7%		41.4%		37.0%	
2-3 years (<=3 years)	39.5%	57.0%	18.4%	49.0%	31.4%	46.0%	37.9%	43.0%	29.6%	41.0%
3-4 years (<=4 years)	4.7%		2.6%		11.4%		0.0%		11.1%	
4-5 years (<=5 years)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.0%	3.7%	2.0%
More than 5 years	0.0%		0.0%		0.0%		0.0%		0.0%	
Not sure	18.6%	19.0%	5.3%	20.0%	5.7%	20.0%	17.2%	11.0%	18.5%	20.0%
Talent review frequency	Equipment & machinery	2012 Data	Consumer goods	2012 Data	Life sciences	2012 Data	Automotive & parts	2012 Data	Information technology	2012 Data
Annually	6.8%	5.0%	7.7%	0.0%	8.6%	0.0%	3.3%	3.0%	7.1%	0.0%
Semi-annually	22.7%	5.0%	2.5%	14.0%	34.3%	17.0%	26.7%	19.0%	35.7%	5.0%
Depends	52.3%	67.0%	5.4%	54.0%	40.0%	57.0%	63.3%	54.0%	48.9%	56.0%
Quarterly	2.3%	2.0%	2.6%	9.0%	2.9%	7.0%	0.0%	11.0%	0.0%	7.0%
Every other year	0.0%		0.0%		0.0%		0.0%		0.0%	
No talent review	15.9%	19.0%	12.8%	17.0%	14.4%	20.0%	6.7%	11.0%	14.3%	32.0%
Other frequency	0.0%		0.0%		0.0%		0.0%		0.0%	
Others	0.0%		0.0%		0.0%		0.0%		0.0%	



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