



# 2011中国人才管理状况调研报告

## 2011 CHINA TALENT MANAGEMENT LANDSCAPE SURVEY REPORT

调研主办方



KORN/FERRY INTERNATIONAL



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# 摘要

在过去的 20 年中，中国经济维持高速的增长。2010 年，随着国内生产总值超越日本，中国已然成为世界第二大经济体。从人才需求的角度而言，这对于企业影响深远。为了对国内企业的人才管理实践有更加适时而全面的理解，我们进行了这次调研，力求在管理好“人才”——这一现今企业最重要资源的课题上给予大家一定的启发。

为展示调研结果的精髓，我们列出如下的几个主要发现和观点。并在之后的章节中进行更加深入的分析。

**获得了工具，但还未掌握其核心。**可喜的是，参与调研的企业大多已配备了先进的人才管理工具和方法论（如，当前有超过 69.1% 参与调研的企业在进行继任者规划）。对于我们而言，没有一项工具可称得上是“独门秘方”。尽管如此，这些工具的效果和影响力仍然有待提高。（调研结果显示：经过高潜力人才发展项目之后，只有 13.1% 参与调研的企业认为他们成功继任的比例超过 30%。）虽然我们可以看到中国人才管理专业人士所付出的努力，但是仍需保持理性和清醒。以现阶段而言，更重要的是要让发展项目切实可行，根据人才本人的需要个性化制定发展计划，不流于形式，把握工具的核心价值。

**发展项目忽视了高级别领导者。**在参与调研的企业中，只有 26.5% 的企业专注于发展总监级别的人才，另外仅有 10.5% 的企业关注副总裁及以上级别领导者的发展。这并不是一个好现象。因为在中国，人才稀缺的问题更多出现在高层。为保持企业的持续增长及领导人才的供给，中国的企业应在这方面增加投资，并在发展本土高

级别领导者方面获得主控权。

**直线经理的参与度有待提高。**与高管层以及人才本人相比，直线经理在人才管理上的参与度是最低的。提升这个“最薄弱环节”或许是改善某些人才管理项目（如继任者规划）效果的关键。

**高潜力人才发展项目和继任者规划是热点，但成功继任的比例并不高。**大约有接近一半（42.9%）的参与调研的企业认为高潜力人才发展项目或者类似的领导力加速发展项目是人才管理的首要议题。另外，有超过三分之二的参与调研的企业（69.1%）将继任者规划视为人才管理体系的核心组成部分。虽然高潜力人才发展项目和继任者规划普遍应用于各个企业，但这些项目的执行结果仍然有待商榷。

**员工保留对很多企业而言是艰巨挑战。**超过三分之一（38.2%）的参与调研的企业认为留人难。基于如今的宏观经济环境，产生这一现象并不令人惊奇。从更深层来看，我们发现这样一个趋势：在中国，人才正从大型跨国企业流向私营企业和国有企业。在这样的大背景下，各企业都在努力处理员工保留问题，并力求寻得解决方案。

**高管层未能将人才发展视为长期战略。**虽然人才管理的重要性毋庸置疑，但由于其效果并不立竿见影，大部分高管层仍将其视为企业发展的辅助手段。大多数企业未能采取有效的方法来激励高管层持续致力于人才管理方面的投资。因此导致人才发展总是让位于短期业务目标。



## 建立人才管理体系—— 在正确的轨道上艰难前行

当我们选择领导力发展方式的时候，  
应当更理智地权衡，哪些是当前的  
热门方式，哪些是真正对企业人才发展有效  
的方式，从而获得最大的投资回报。

展迅速，但仍然有很多地方需要修正，  
也正是因为经历过摸爬滚打，所以每次  
进步都显得那么激动人心，同时又充满  
了挑战 and 未知。

大部分企业认为建立一个人才管理体系就如同抚养孩子，需要投入感情、时间、关注、金钱以及耐心。根据调研数据显示，我们在人才管理体系的建设上发

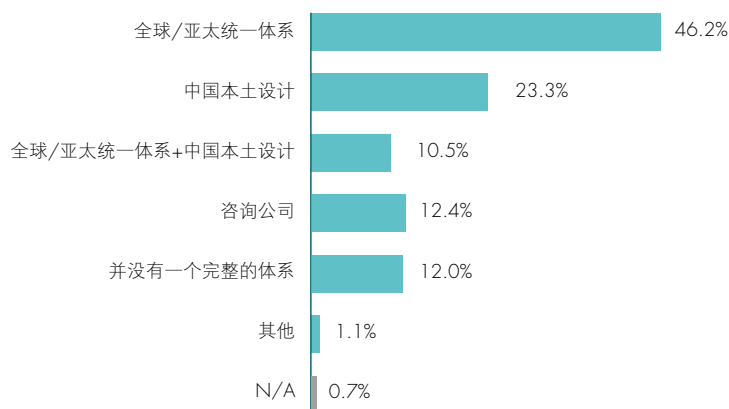
关于人才管理的理论基础取自于西方国家有关组织发展和工业心理学的文献，而且参与此次调研的主体大部分是跨国企业。因此，就不难理解从调研结果来看，大部分企业的人才管理体系是

源于全球或区域的统一体系(见图表 1)。在这个基础上,我们还发现,一些企业已经开始尝试将本土的元素加入其中,甚至独立创造本土的体系,从而更有效地满足本地区的需要。正如一位来自某跨国信息解决方案公司的人才管理总监所说,“我们专门为新兴市场建立一个独立的人才发展机制,就是用来弥合全球总部的政策与各地区不同需要。”

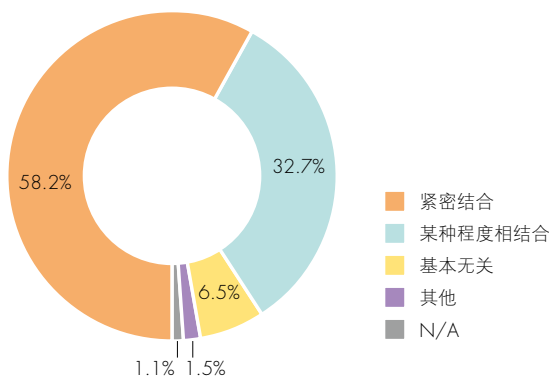
此外,值得欣慰的是,大多数企业没有孤立地看待人才管理,而是将其视为整个业务战略不可分离的一部分,并且是帮助业务目标实现的增值方式(见图表 2)。人才管理与业务战略的结合意味着中国的人才管理实践正朝着正确的发展轨道前行。

欣慰之余,我们仍面临着一些挑战。有效实施人才管理项目需要成熟完备的人力资源基础体系来支撑。然而,很多

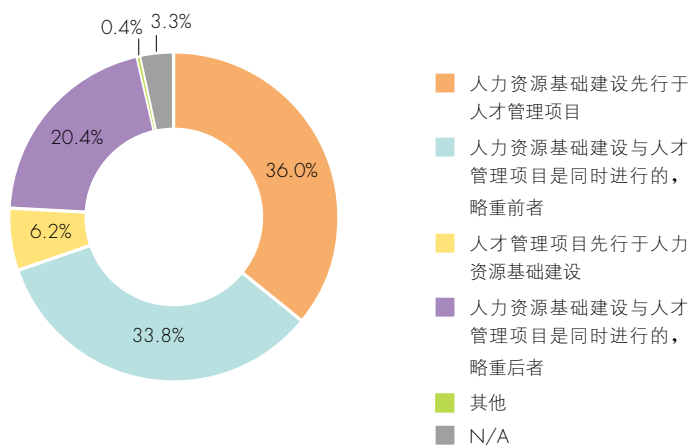
图表1 人才管理体系的来源



图表2 人才发展战略与业务战略的结合程度

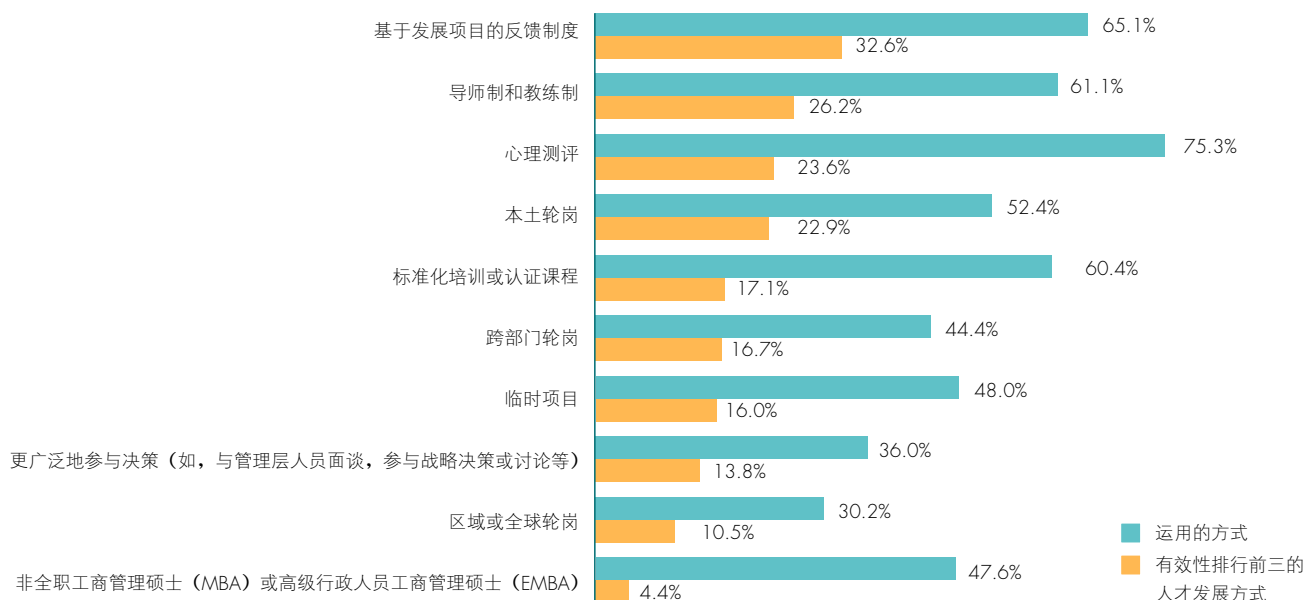


图表3 人力资源基础建设与人才体系之间的关系



企业在进行人力资源基础建设的同时实行人才管理项目,甚至反向操作(即,人才管理项目先行于人力资源体系的建立;见图表 3)。当然,我们理解在现阶段处理人才事宜总是那么迫在眉睫,大家一直处在“应急模式”的状态下,无法进行深远的战略性思考,从而导致人才管理项目的碎片化,缺少了人力资源基础体系所能够带来的整体性和支持性。试想,倘若没有成熟的职级体系和

图表4 人才发展方式的运用及有效性



薪酬福利体系作支撑，又如何进行有效的继任者规划呢？罗马不是一日建成的；人才管理体系也是如此。

在人才发展的手段上，几乎所有现行的领导力发展方式都已被参与调研的企业所运用（见图表4）。其中应用最广泛的是：基于发展项目的反馈制度，导师制和教练制，心理测评，以及本土轮岗；而且大家认为这些发展方式比现成的标

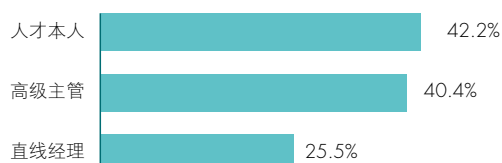
准化培训课程更加行之有效。这也印证了70/20/10的发展原则（即，70%的发展来自于工作经验，20%来自于反馈和指导，10%来自于课堂培训）。另外一个有趣的发现是，虽然非全职工商管理硕士（MBA）或高级行政人员工商管理硕士（EMBA）是相对普遍的发展方式，但参与调研的企业并不认可其有效性。因此，当我们选择领导力发展方式的时候，应当更理智地权衡，哪些是当前的热门方式，哪些是真正对企业人才发展有效的方式，从而获得最大的投资回报。

按常理而言，直线经理的担当和介入更有助于人才发展项目的成功。比较了高级主管，直线经理（也就是主要人

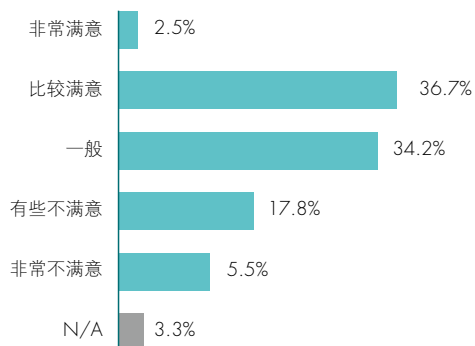
才的直接管理者)和人才本人的参与度之后,我们发现高级主管和人才本人的参与度都要高于直线经理(见图表5)。在我们立即下结论或指责这些不合作的直线经理之前,或许应当思考一下造成这个结果的潜在原因。正如一位来自某领先工业解决方案企业的亚太区人力资源总监所说:“人力资源从业者应该理解体谅直线经理。通常企业要求他们专注于业务绩效,于是人才管理的工作就成了他们职责之外的额外负担,难以发现其中的价值。”直线经理不像高管层那样,能够从全局的角度看待人才短缺现象,也不同于人才本人,会在人才发展项目中直接获益;相对而言,直线经理更倾向于从短期利益的角度看待人才

供给问题,从而导致他们对系统性的人才发展缺乏兴趣与责任感。综上所述,进一步提升直线经理在人才发展项目上的参与度是提高项目质量和效果的关键因素。

图表5 相关人员在人才管理项目中的参与度

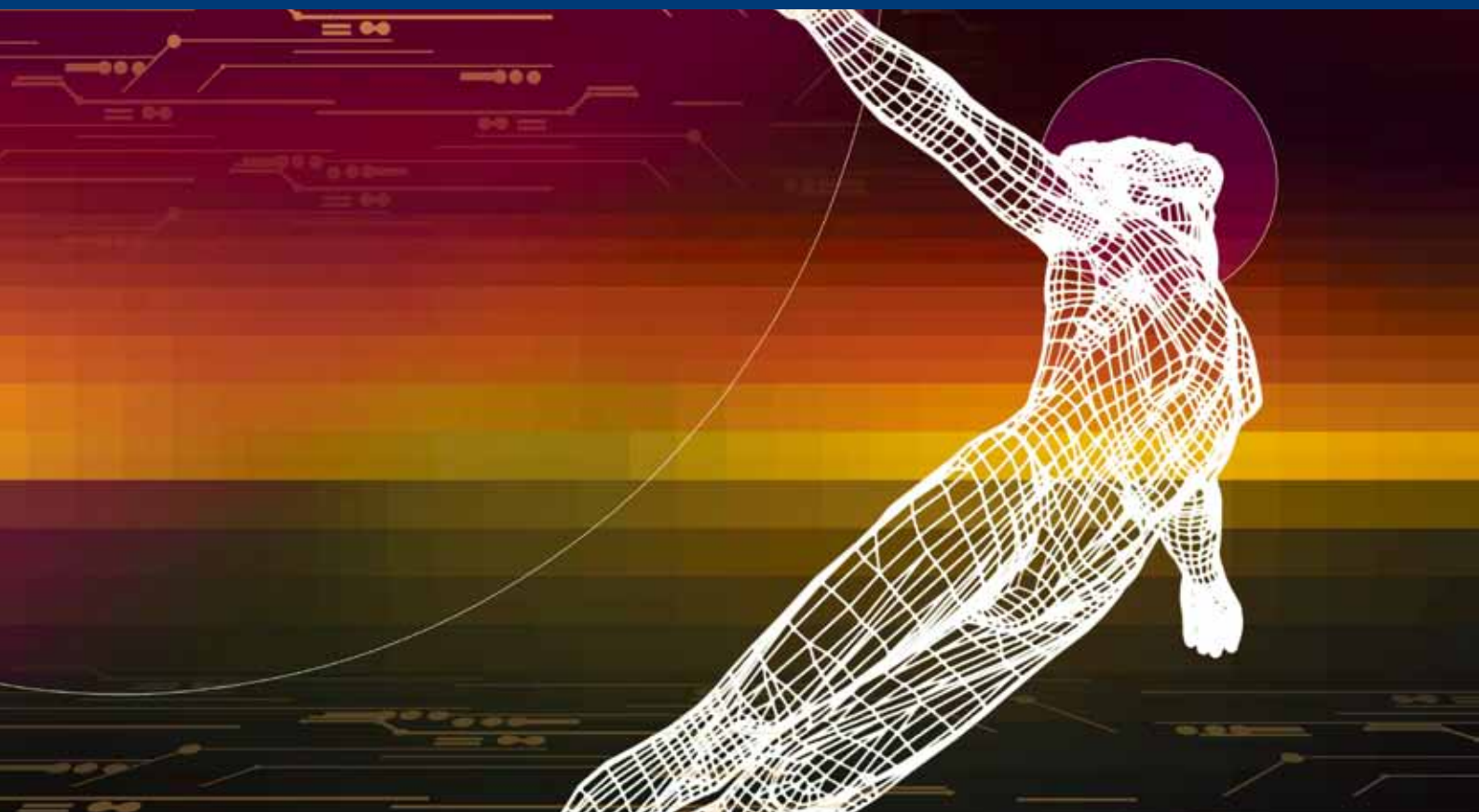


图表6 对人才管理体系的总体满意度



在调研中,还有这样一个关键问题:您对公司现在的人才发展体系是否满意?问卷的反馈结果是——勉强满意(见图表6)。可见,在搭建人才管理体系上,前路漫漫,我们还需继续努力。





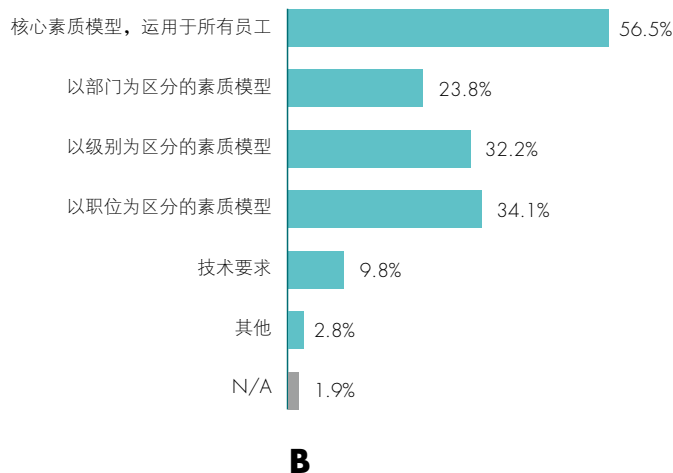
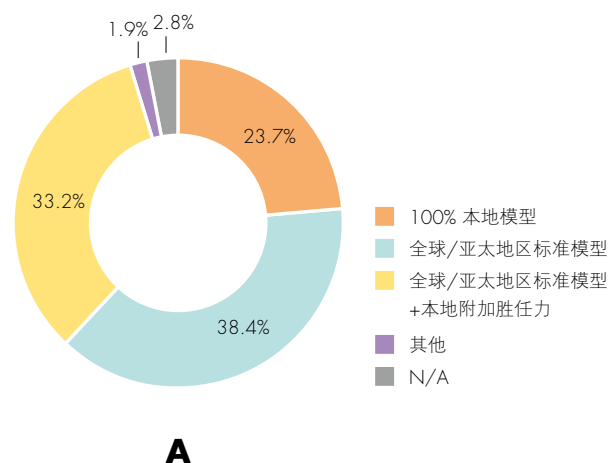
## 领导力素质模型的应用—— 落地仍是薄弱环节

如今，领导力素质语言已经在企业中被普遍应用。它已经成为实现整个人才管理流程的基础。在中国，企业已经快速引进了素质模型框架，并学习如何加以应用。此次调研显示：大多数参与调研的企业（77.8%）正运用，修订或者完善素质模型框架，以此指导人才发展战略的制定和实施。

此外，不少企业已不仅仅满足于全

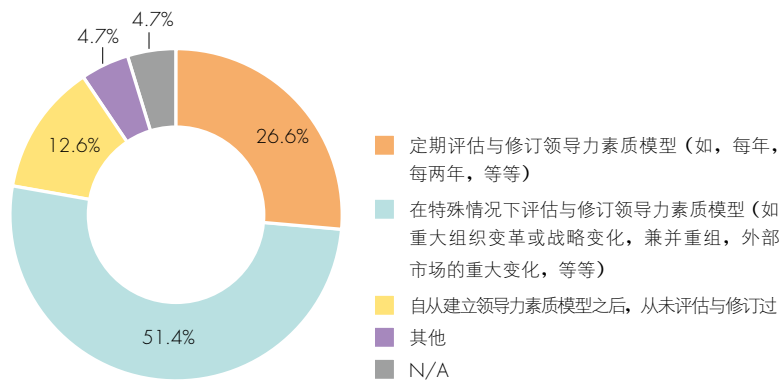
领导力素质模型在员工日常工作中的运用程度值得我们的关注。

球和区域的核心素质模型。这些企业为了使自己的模型更加符合本土的情况，在全球 / 区域的模型基础上增加了符合本土需要的素质能力（见图表 7-A）。按照模型的组成成分来看，我们发现了多种素质能力的类型，这就意味着：我们的企业已经从直接应用标准化模型的层

**图表7** 领导力素质模型的来源 (A) 和领导力素质模型的组成部分 (B)

面上迈进了一步，开始根据不同部门，不同职级，甚至不同职位来定制自己的素质模型（见图表 7-B）。另一个值得鼓励的现象是，各企业对素质模型的修订。建立一个新的模型或许只满足一时之需，并不能一劳永逸，而保持一个模型的有效性则需要持之以恒的维护。值得庆幸的是，不少企业已将模型的修订作为持续性的工作；并且有越来越多的企业正考虑修订他们的模型，从而使内容更准确，更好地为业务的发展服务（见图表 8）。所有这些都代表了我们在构建领导力素质模型上日积月累的努力以及日趋成熟的专业度。

虽然各企业在构建模型上的做法值得鼓励，但是在应用层面上，仍有提高的空间。图表 9 显示了在一系列人才管理模块中，素质模型的应用程度。基于对领导力加速发展的需求，企业更多地

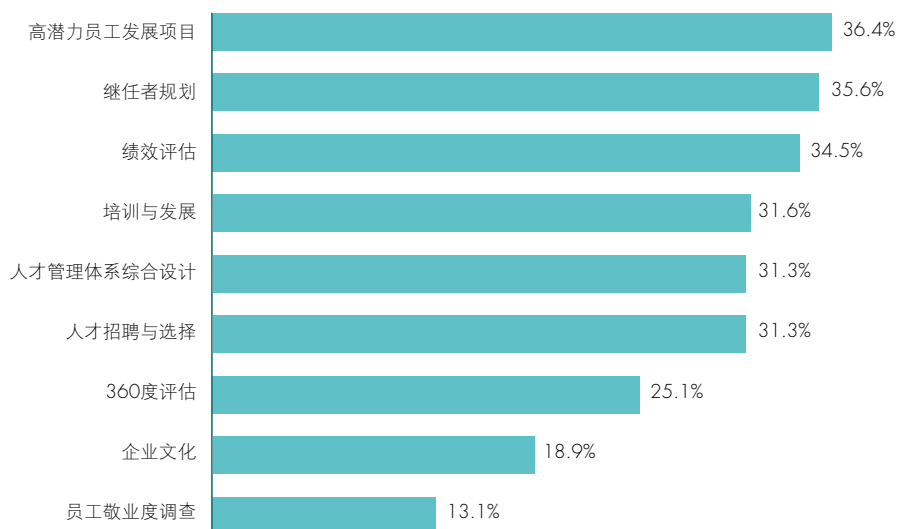
**图表8** 领导力素质模型的评估和修订

将素质模型运用在高潜力人才发展项目，继任者规划以及绩效评估方面。相对而言，素质模型在员工敬业度以及企业文化建设方面的应用就稍显局限。一部分原因在于，我们目前还没有找到将领导力素质模型与敬业度因素、文化建设战略相联系的内在机制。

在个人层面上，领导力素质模型在员工日常工作中的运用程度值得我们的关

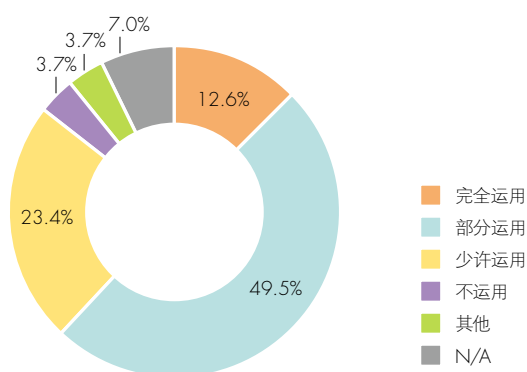


图表9 领导力素质模型在人才管理中的运用程度

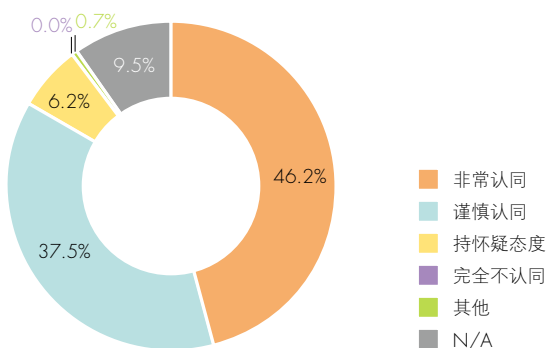


注(见图表10)。将模型落地并将每一个素质落实到企业的方方面面,需要时间的投入,责任的履行和我们不懈的努力。而目前对企业而言,最重要的就是影响、说服直线经理,领导力素质模型如何使他们的工作更加便捷,并且帮助他们更有效地建立自己的团队。

图表10 领导力素质模型在员工日常工作中的运用程度



图表11 领导力素质模型的认同度



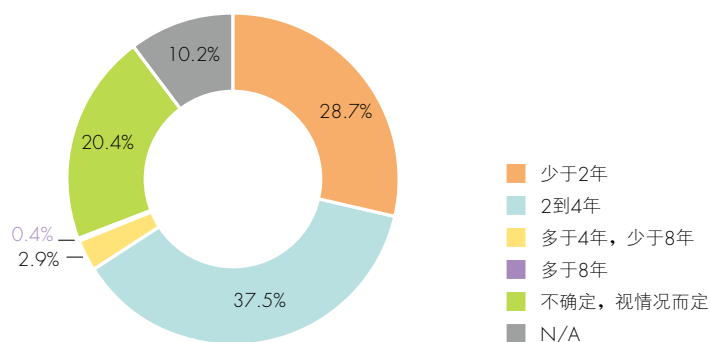
针对素质模型的运用方面来看,调研反映的总体情况是积极的。大多数人力资源/组织发展专业人士认可素质模型对人才管理实践的指导作用(见图表11)。显而易见,现在的关键问题已经从需不需要素质模型转变为如何更好地推广运用模型从而获得更高的投资回报率。



## 高潜力人才发展项目和继任者规划的实施—— 开展迅速，但效果欠佳

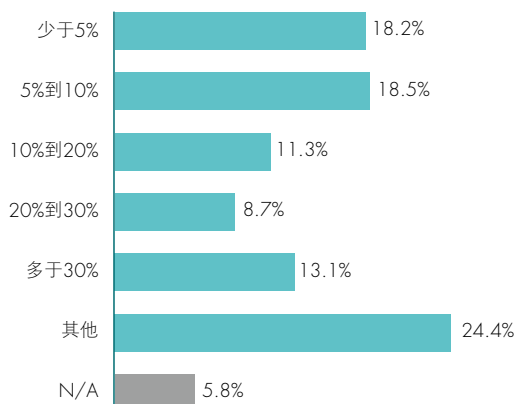
在中国，高潜力人才发展项目是人才管理的热门话题。根据此次调研显示，大部分参与调研的企业（87.6%）拥有或者计划实施高潜力人才发展项目。然而在此类领导力加速项目兴起的同时，企业面临着一个两难的境地：培养一个成熟优秀的管理者需要时间，但是企业没有足够的时间等待。通过对比图表 12 中 A 和 B 所显示出的结果，我们发现：企业过快地发展

图表12 高潜力人才的提升时间 (A) 以及通过高潜力发展项目成功完成继任者计划的比例 (B)



A

## 企业在实施高潜力人才发展项目之前，应该明确而清晰地定义高潜力人才。



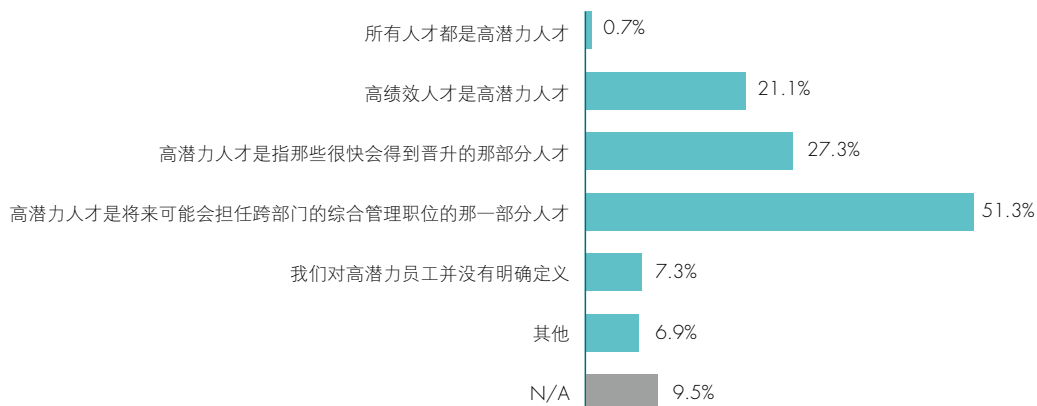
### B

了太多高潜力人才，然而最终成功继任的比例并不高。当然，高潜力人才发展项目的价值是毋庸置疑的。关键问题是如何使之行之有效。

有一个问题值得我们的注意，这个

问题虽然简单，但非常关键，即：您的企业如何定义“高潜力人才”？从图表 13 显示的结果来看，目前我们没有一致公认的答案。虽然有充分的理由证明高绩效人才并不一定是高潜力人才，但是仍然有 21.1% 左右的参与调研的企业认为或部分认同这一观点。另外有 27.3% 的企业将高潜力人才定义为很快会得到晋升的那部分人才（即领导力成熟度，leadership readiness，而这一概念只是高潜力的其中一个纬度）。除此以外，大约有 7.3% 的企业在开展高潜力人才发展项目时，对于何为高潜力人才并没有一个明确的定义。当然我们看到，有一半的参与调研企业（51.3%）用跨部门综合管理者的角度来定义“高潜力”。这是高潜力人才定义中得到普遍认可的方式。而用跨部门角度的定义观察是为了考核他们能否在未来担任某一项业务或者多项业务的综合管理者。而为了确保高潜力人才项目的有效性，我们迫切希望各企业在实施高潜

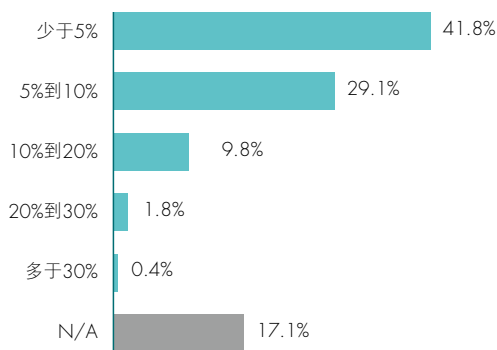
图表13 高潜力人才的定义



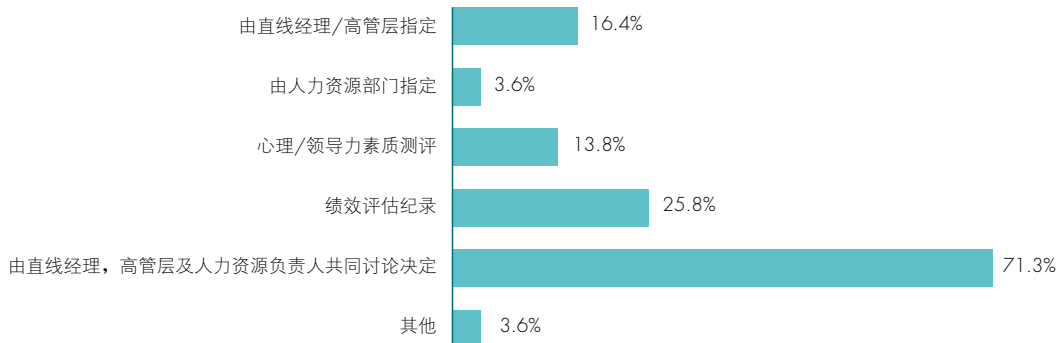
力人才发展项目之前，明确而清晰地定义这个群体。

如果把“高潜力人才”定义为未来可能担任综合管理角色的那部分人才，那么，调研显示大部分企业在各个级别中（从个人贡献者到高级主管，见图表14），只有一小部分群体被定义为高潜力人才。并且运用由直线经理，高管层及人力资源负责人共同参与的小组讨论作为主要的鉴别方式（见图表15）。与此同

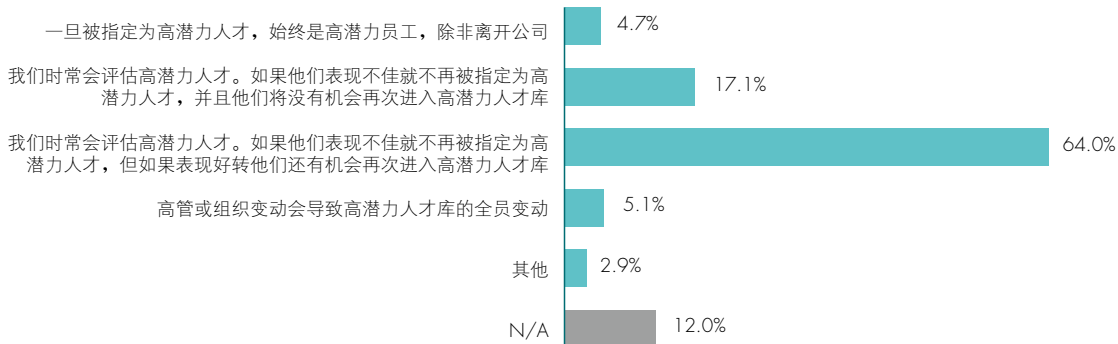
**图表14** 如果把“高潜力人才”定义为未来可能担任综合管理角色的那部分人才，这部分人才在各部门同级员工中的比例



**图表15** 高潜力人才的鉴别方式



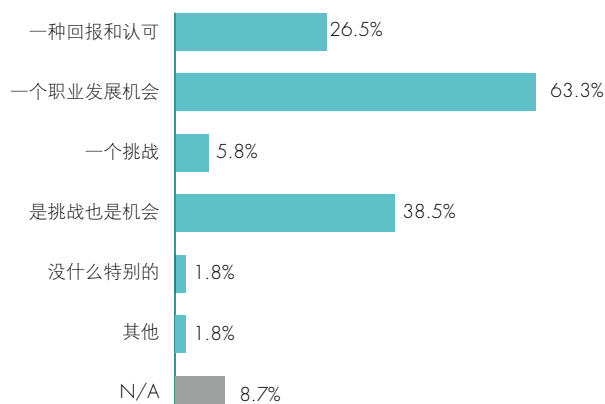
**图表16** 高潜力人才的持续时间



时，年度的人才评估成为一个标准的流程（61.5%的参与公司），而评估的结果会影响到人才本人是否能够继续获得高潜力人才的发展机会（见图表 16）。

从西方的最佳实践来看，透明度是高潜力人才发展项目能否成功的关键因素，然而，根据我们的调研数据显示，大部分企业都对高潜力人才名单高度保密。有将近一半参与调研的企业（49.8%）只对高管层和人力资源负责人透露名单，另有大约四分之一的企业（25.8%）还会进一步告知高潜力人才本人。通过与人力资源专业人士的非正式讨论，我们发现大多数企业认为，透明度会导致办公室政治，不平等的工作分配，以及不健康的内部竞争。毋庸置疑的是，透明度原则的实行需要健康的组织文化（即，强调：互信互利，开诚布公，团队合作等等）的支持，而培养健康的

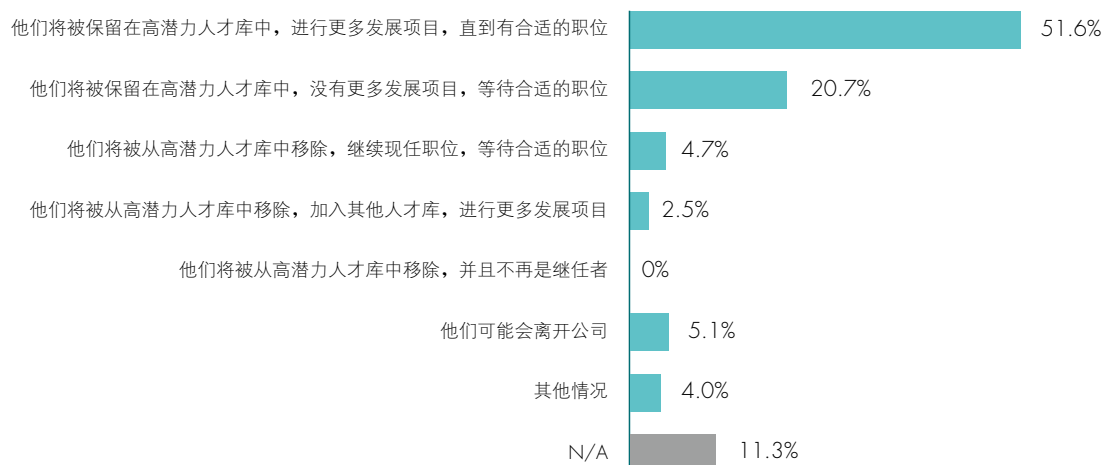
图表17 员工对于高潜力人才的认识



组织文化需要长时间的努力。另外，大多数员工认为，高潜力人才是一个职业发展机遇（见图表 17）。综合考虑上述的种种缘由，也就可以理解，企业为何会对信息公开有所犹豫。

另外一个值得关注的问题是高潜力人才库的退出机制。我们专注于高潜力

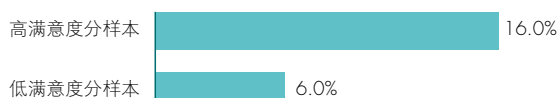
图表18 完成高潜力发展项目之后的做法



人才鉴别和项目设计，却从某种程度上忽视了在完成了高潜力人才发展项目之后，如何在企业中为他们找到最好的位置。调研显示，我们采取的方式是重复性地给予这些人才更多的发展项目，抑或是被动地让他们等待可能的机会（见图表 18）。其后果可能导致人才的流失。虽然根据调研显示，高潜力人才的平均离职率很低（2.9%），但是有 18.5% 的流失性离职出现在高潜力人才中。面对这些挑战，我们的工作要点是仔细考量高潜力人才库的规模，人才库过大会降低项目的质量。我们建议将高潜力人才库的规模与企业内部的人才市场以及继任者规划联系起来，进行战略性的整合。此外，我们应当有技巧性地管理员工的期望。不要对高潜力员工的职业发展做出过多的承诺，试着让他们将高潜力人才发展项目视为一个学习发展的机会，而不是一个升职的跳板。

继任者规划与高潜力人才发展项目紧密相连，两者都对领导力建设至关重要。为显示如何提升继任者规划的有效性，我们将调研样本分为两部分，第一部分为对本企业的人才管理实践相对满意的调研人群（即，高满意度分样本；人数：108 人），另一部分则为相对不太满意的调研人群（即，低满意度分样本；人数：64 人）。通过分析发现，前者有 31% 的企业，其继任成功率（即，通过高潜力人才发展项目成功继任的比例）高

**图表 19** 在两个分样本数据（高满意度分样本，即参与企业对自己的人才管理实践很满意；低满意度分样本，即参与企业对自己的人才管理实践不太满意）中，直线经理完全参与继任计划（如，绩效评估和升职标准）的比率



**图表 20** 在两个分样本数据中，继任计划评估的频率（如，1 年超过一次）



于 20%，而后者只有 15% 的企业达到这个标准。

基于上述两个分样本，我们进一步分析了这两部分群体在继任项目上的不同操作，从而发现提高继任成功率的因素。结果显示，高满意度分样本中有更多企业要求直线经理对他们自己的继任计划负责，并将其作为对直线经理绩效评估和升职考核的一部分（见图表 19）。另外，高满意度分样本中有更多企业较频繁地评估继任者规划的进展，每年超过一次（见图表 20）。虽然分样本之间的差距很大，总体来看，我们在继任项目上还有相当大的上升空间。高潜力人才发展项目和继续任者规划都是最前沿的人才管理方法，要掌握其核心且能灵活应用需要我们不懈的努力和耐心。





## 员工保留—— 不只是“金手铐”

相关员工流失的学术研究显示，主动离职的两大先决条件是：对现有工作的不满意，以及在公司外有更好的职业发展机会。而目前中国人才市场的竞争非常激烈。随着越来越多高层级的工作进入中国，加上现今中国普遍激进的事业发展文化的影响，人才保留会成为众多企业的难题也就不足为奇了。

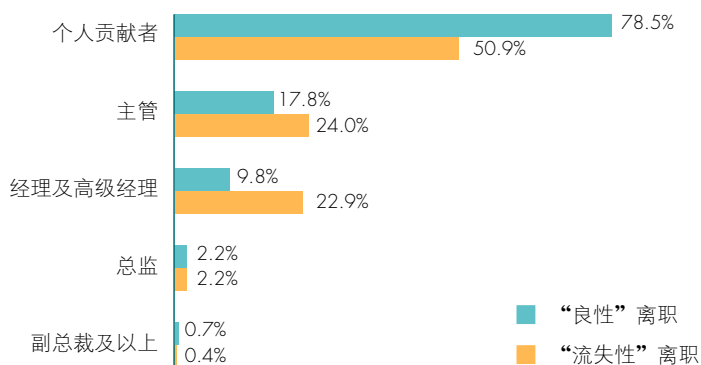
分析结果显示，参与调研的企业

平均离职率在一个中等水平（14.2%），并且各公司提供的数据浮动比率不大（标准差为 3.86）。然而，单看一个平均值可能会掩盖关于员工离职的一些重要信息。于是我们进一步调查了“良性”离职比

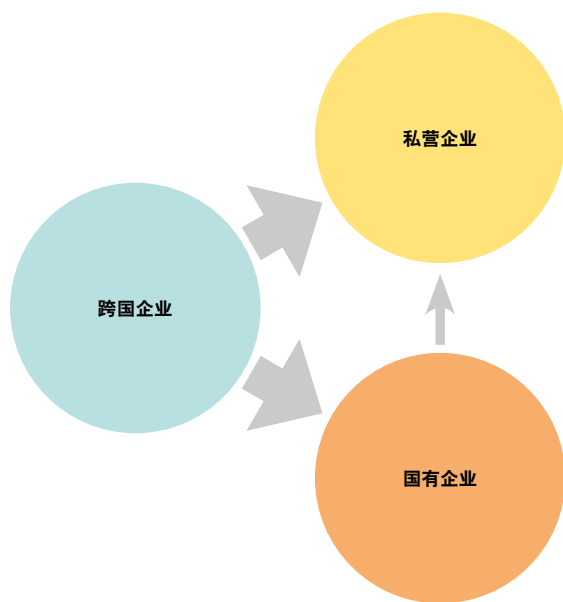
员工保留项目的目标不是给员工扣上一个“金手铐”，而是从专业上，心理上，以及情感上将人才牢牢地“安置”在企业中。

率（即，低绩效员工，或岗位不适员工的离职率）和“流失性”离职比率（即，明星员工，专家员工的离职率）。结果发现，在所有离职的员工中，有 19.2% 的离职是良性的，另有 18.7% 是属于流失性的。良性离职多发生于个人贡献者，而流失性离职则遍布多个职级（从个人贡献者，主管，到经理及高级经理；见图表 21）。

**图表21** 良性离职（低绩效员工，岗位不适员工等的离职）与流失性离职（明星员工，专家员工等的离职）占总离职的比例



**图表22** 人才流动假设



贡献者和中层经理的保留工作，降低他们的流失性离职。

另外，在我们访问公司的人力资源负责人时，大家都不约而同地提到这样一个趋势：人才正从跨国公司向私营企业以及国有企业转移；而且反向移动的可能性比较低。图表 22 描绘了这个人才流动的假设。导致这类人才流动的主要因素在于私营企业和国有企业所提供的，诸如薪酬的增加，行动和决策的自由度，职业的发展前景，企业未来的机遇（如上市），以及工作保障等方面的益处。也就是说，吸引那些人才的主要因素是对工作的主导权和被认同感。因此，要提高员工保留项目的有效性，应当在设计项目的时候，考虑到上述因素。任何时候，我们都应当明确一点，员工保留项目的目标不是给员工扣上一个“金手铐”，而是从专业上，心理上，以及情感上将人才牢牢地“安置”在企业中。

在主管和经理这两个级别中，流失性离职要高于良性离职。相对来说，高管层（包括总监，副总裁及以上）是比较稳定的。根据以上结果，企业应重视对个人

# 接下来该怎么做？

## 总结和建议

在过去的 10 年中，市场热点已经从传统的人力资源基础建设逐渐转变为人才管理及领导力发展。跟这一趋势相协调的是，中国的人才管理专业团体已迅速趋向成熟。大家已经拥有了西方国家领先的工具和方法论。大多数人才管理专业人士辛勤耕耘在自己的工作岗位上，以确保各个项目的顺利实施。这些都值得赞扬。

同时作为建设性的观点，我们提出一些改进措施。

**重质，而不是重量。**目前，更重要的不是引进更多地工具，而是如何针对现有的项目，优化流程，提升质量，从而得到最佳的效果。通常，我们之所以没能从一个发展工具中获得预期的效果，是因为我们没能领会其精髓，掌握其内在机制。这个时候，应当进一步深入挖掘方法论，并将其与我们实践中面临的问题相联系。在每个项目过后，应当做一些反思：在这个项目中，哪些完成得不错？哪些可以改进？在执行这个项目的过程中，您学到了什么？在这样的反思中持续改进，不断提高项目的质量和效果。

**让人才本人主导自己的发展。**自我激励是人才发展的关键。然而，我们却看到很多发展项目是以企业为中心的。我们更多地是去告诉人才什么是企业需要的，而不是问他们本人需要什么。我们应当改变这样的思维模式，让人才本人成为发展项目的主导者和受益人。应当开放思

维，认真倾听：他们想成为哪一类领导人？什么更能够激励他们？并且，为满足不同人才的需要，个性化定制他们的发展战略。同时，强调直线经理的参与，使他们对下属的发展负责。

**关注战略性和长期性。**人才发展是所有企业的一项基本的战略需求。然而，不少企业仍视其为辅助手段。每逢市场动荡，企业就会缩减在人才发展上的投资，而一旦市场形势好转，就会造成人才短缺。从长期利益来看，企业应当持续对人才负责，并与之建立互相信任的关系。如今新一轮的市场动荡带给我们同样的考验：您的组织如何应对市场的变化？即使在艰难的形势下，您是否能始终关注并投资于人才发展？而在这样的形势下，构建并维持对人才的投资与对其发展的投资回报之间的健康平衡关系，或许就是企业持续发展的关键所在。

## 关于调研数据的样本

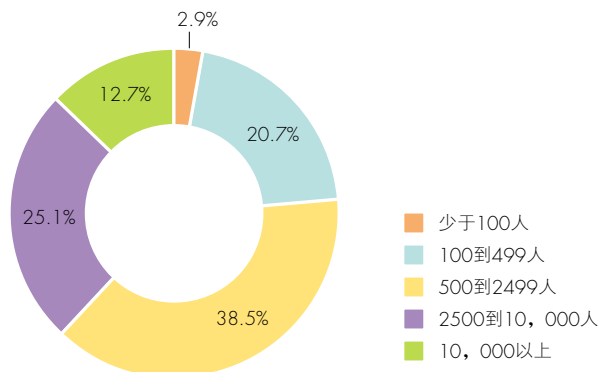
本次调研的关注点在于当今中国的人才管理实践，而不是人才本身。所以，问卷的填写人主要是人力资源 / 组织发展专业人士和直线经理。并且，除了发放调研问卷之外，我们还采访了两位负责人力资源和人才管理的高管，收集到一些定性数据。

我们从 2011 年 3 月 3 日到 2011 年 5 月 31 日进行问卷数据的收集，共收到 372 份完成的问卷，获取的问卷主要来自人力资源智享会的活动（共收集问卷 220 份）以及网上调研（共收集问卷 152 份）。在去除了重复（同企业），无效，以及未完成的问卷之后，我们共获得 275 份有效问卷（来自 269 家不同企业）。在这 269 家企业中，有 6 家企业我们采用了多份问卷，因为这些问卷来自于同一个大型企业中不同的法律实体，各实体运用不同的人才管理实践。以下是样本的统计数据。

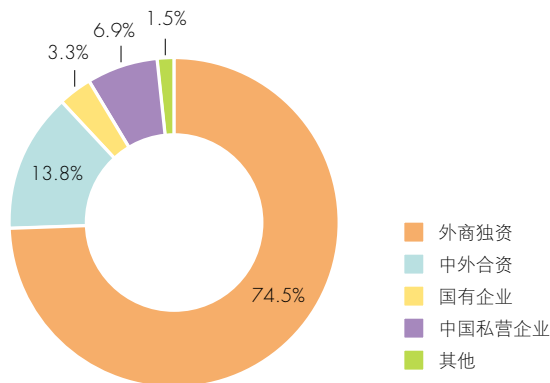
图表23 参与调研企业所处的行业

机械制造	16.0%
汽车及零部件	13.1%
生命科学（如，生物工程，医药，医疗器械，等）	10.5%
化工与石化	9.1%
信息技术，半导体及通讯	8.7%
快速消费品	6.5%
零售业与电子商务	4.4%
专业性服务（如，法律，咨询，教育，旅游，等）	4.0%
金融服务（如，银行，保险，财富管理，等）	3.6%
电子电气	3.3%
运输及物流	2.9%
多样化生产	2.2%
房地产	2.2%
能源动力	1.8%
建筑建材	1.5%
造纸，包装与森林产业	1.5%
互联网与游戏产业	1.1%
环境科学	0.7%
其它	6.9%

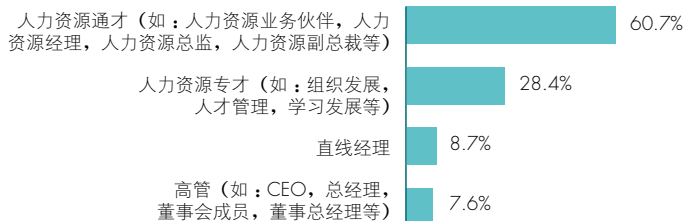
图表24 参与调研企业在中国大陆的员工总人数



图表25 参与调研企业的所有权性质



图表26 参与调研者的职级



## 关于作者



**吴滨博士** Joshua.Wu@kornferry.com

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高级顾问。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建设，并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 Associate）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。



**林光明先生** Jack.Lim@kornferry.com

林光明先生是光辉人力资源咨询有限公司大中华区人才管理与领导力咨询业务的董事总经理。在加入光辉国际之前，林先生曾领导美世咨询（Mercer）大中华区人力资本咨询业务在中国大陆、香港，以及台湾的 8 个办公室，总共 130 人的专业团队。此前，林先生供职于合益集团（Hay Group）。在其职业生涯早期，林先生是大学讲师。

作为一个经常活跃在中国高端人力资源研讨会的演讲者，林光明先生也在诸如中文版《哈佛商业评论》等很多期刊上发表文章。林先生毕业于上海交通大学，获得工程学士及硕士学位，并获得新西兰梅西大学（Massey University）的 MBA 学位。



**金景先生** Mark.Jin@hrecchina.org

金景先生是人力资源智享会（HREC）的创始人和执行总监。人力资源智享会是目前中国规模最大，最具影响力的，为人力资源专业人士提供专业平台的会员制组织。在建立人力资源智享会之前，金先生是捷培森集团最初的创始人之一。捷培森集团是中国及亚洲领先的会议及培训公司。金先生在会议策划方面拥有十年以上的工作经验，是这一领域在中国及亚洲为数不多的资深专业会议策划人之一。

金景先生获南京师范大学英语系本科学位，并获英国纽卡斯尔大学教育管理硕士学位。



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（LTC）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，行业工作组，每月新知，HR Value 杂志，电话会议，功能强大的网络平台以及调研与报告等一系列具有高附加值的产品和服务。

# Executive Summary

In the last two decades, China has been growing continuously at a very high speed. Last year, China surpassed Japan in terms of GDP and has become the world's second largest economy. From a talent demand perspective, the impact on organizations can be tremendous. With the spirits of gaining more updated and comprehensive understanding of talent management practices, we conducted this survey and hope to shed some lights on how to better manage your most important assets—your people.

To get an overall flavor of the results, we list the key findings and our point of views below. See the next chapters for some further elaborations.

**🗨 We got the tools, but still lack the core.** From a positive side, most organizations we surveyed are equipped with the state-of-the-art talent management tools and methodologies. (e.g., 69.1% of the surveyed organizations currently conduct succession planning.) There are no “secret recipes” that are unknown to us. That being said, the effectiveness and impact are still weak. (Only 13.1% of the surveyed organizations' succession planning success rate is above 30% via high potential programs.) As we recognize the efforts of our talent management professionals, we need to remain calm and clear-headed. What is more important is making development programs practical, customized to address individual talents' needs, and going beyond procedure to touch the core.

**🗨 Senior leaders are somewhat neglected in the development programs.** Among all the surveyed organizations, only 26.5% and 10.5% focus on developing Directors and VPs and above, respectively. This is not a good sign because talent scarcity is most obvious at senior levels in China. To sustain the growth and leadership supply, organizations in China need to invest and take control in developing our own senior leaders.

**🗨 Line manager involvement can be further improved.**

Compared with senior executives and talent themselves, line managers' engagement level in talent management is the lowest. Fixing this “weakest link” might be the key to the success of some talent programs like succession planning.

**🗨 High potential program and succession planning are hot, but success rate is not high.** Almost half (42.9%)

of the respondents treat high-potential program or similar leadership acceleration program as a top priority of their talent management initiatives. Over two-thirds (69.1%) of the surveyed organizations have succession planning as a core component of their talent management system. Though popular, the quality of these programs is still an open question.

**🗨 Employee retention continues to be the top challenge for many organizations.** Over one-third (38.2%) of the respondents regard keeping people staying as a tough job. Considering the macro economic environment, this is not surprising. If we dig a little deeper, we spot an increasing trend of talent movement from large multinationals to private and State-owned enterprises in China. Many efforts have been put to address the retention issue; organizations are struggling to find a way out.

**🗨 Executives have not viewed talent development as a long-term strategy.** Though no one questions the importance of talent management, executives still treat it as a peripheral due to its intangible nature. Most organizations do not have an effective mechanism to motivate executives to take sound and consistent efforts in this area. As a result, it usually gives way to short-term business initiatives.





## Building Talent Management System— Tough, but on the Right Track

*We need to better balance what's hot and what's useful to get the most development bang for the buck.*

Raising a kid needs our love, time, attention, financial investment, and patience. This is how most organizations feel about building a talent management system. The survey data show that we are making good progress but have some trial-and-error moments that

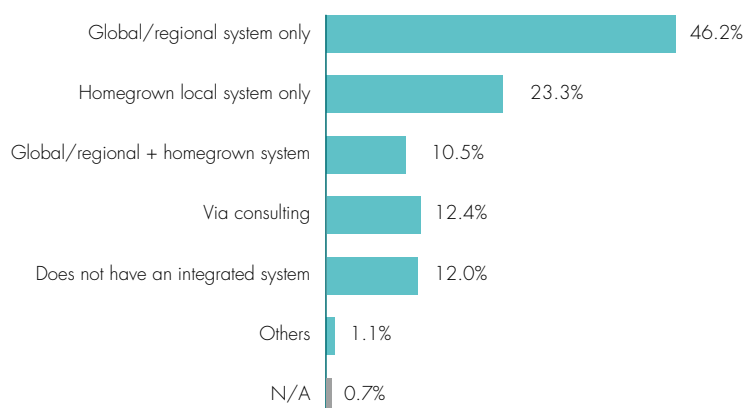
make the process exciting but also challenging and unsettling.

The theoretical foundation of talent management is based on the literatures of organizational development (OD) and industrial psychology from western countries. Plus, most of the survey respondents are from multinationals (MNCs). Therefore, it is not surprising that most organizations' talent management systems originate from either global or regional centralized systems (see Figure 1). With that

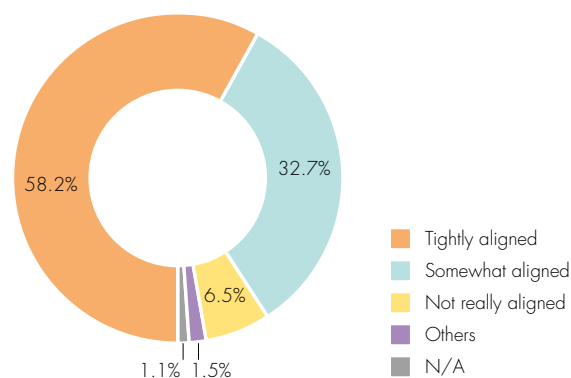
being said, we notice that some organizations have taken the initiative to combine some local elements with their centralized systems or even create their own homegrown systems independently in order to more effectively deal with unique local requirements. "This is the reason why we establish an independent segment of talent development function exclusively for emerging markets", said the Talent Management Director from a leading technology company "to balance globally centralized policies with local dynamic needs."

Moreover, we are pleased to see that most organizations do not treat talent management in a vacuum. They view talent strategy as an integral part of the overall business strategy, a value-added way to help achieve business goals (see Figure 2). The alignment between the two indicates that the evolvement of talent management practices in China is on the right track.

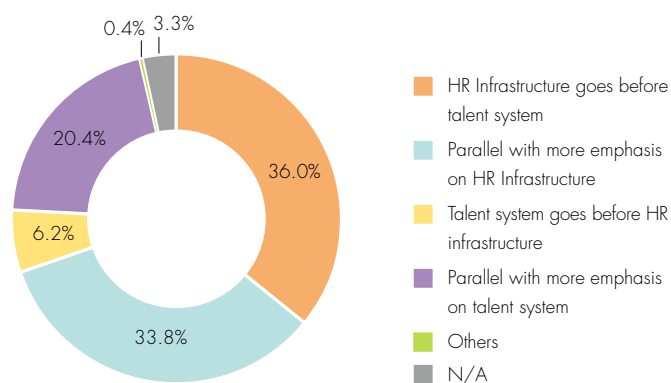
**Figure 1** Origin of talent management system



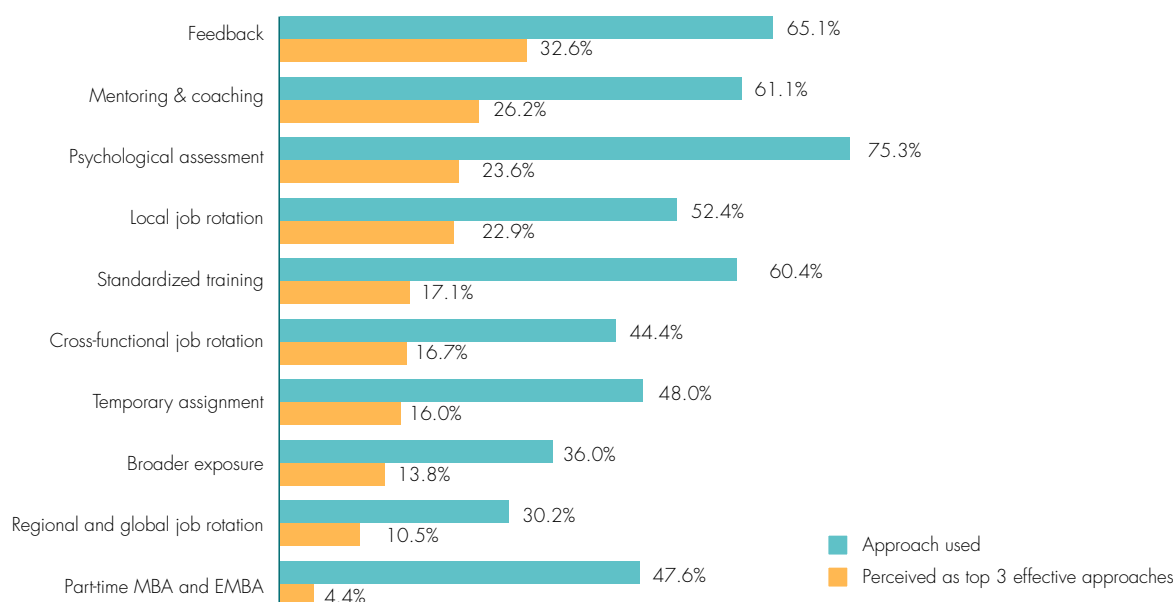
**Figure 2** Alignment between talent and business strategies



**Figure 3** Dynamics between HR infrastructure building and talent system building



Despite the positive side, we notice some signs of struggling. Ideally, establishing human resource (HR) infrastructure paves the way for implementing effective talent management programs. However, a number of organizations are doing both simultaneously or even following a reversed sequence (see Figure 3). Obviously, the demand of doing something about talent is so imperative that we are pushed into a "fire fighter mode" rather than thinking

**Figure 4** Development approaches used and perceived effectiveness

it through strategically. The downside of doing this is executing talent programs in a piecemeal fashion which lacks a coherent framework and supporting mechanism from HR infrastructure. Just imagine running a succession planning program without a matured system of job levels and compensation/benefits. Rome wasn't built in a day; and so is a talent management platform.

Content wise, almost all available leadership development approaches have been used (see Figure 4). Development-based feedback, mentoring & coaching, psychological assessment, and local job rotation are widely used and regarded as more effective approaches for development than standardized off-the-shelf training modules; consistent with the 70/20/10 view of development (i.e., 70% development from job-related experience, 20% from feedback and coaching, 10% from training). Interestingly, part-time MBA and EMBA is a relatively popular development method, but is not regarded as being very effective. Therefore, we need to better balance what's hot and what's useful to get the most development bang for the buck.

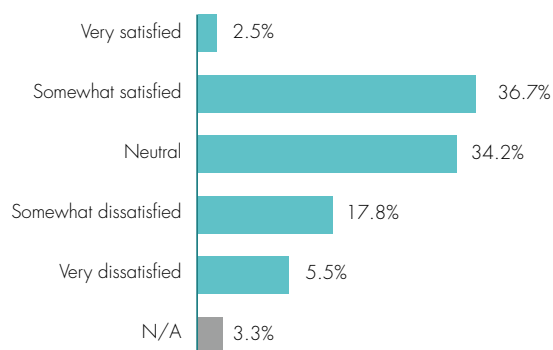
Conventional wisdom tells us that line manager commitment and involvement leads to the success of talent development. Comparing the engagement levels among senior executives, line managers (i.e., talent's direct superiors), and talent themselves, we discover that both senior executives and individual talents show more support and involvement than line managers (see Figure 5). Before jumping into a conclusion and blaming those uncooperative line managers, we probably need to be reflective on the potential causes. "HR needs to be more empathetic to line managers" said an Asia Pacific Human Resources Director from a leading industrial solutions company "line managers are asked to focus on delivering numbers; those talent stuff becomes extra work to them and they usually don't see the value." Unlike

senior executives who oversee the whole picture of talent shortage and individual talents who have personal stake in development programs, line managers tend to view talent from a relatively short-term perspective, thus, lack interest and commitment in systematic development of their direct reports. To enhance the quality and effectiveness of talent programs, further elevating line manager engagement would be critical.

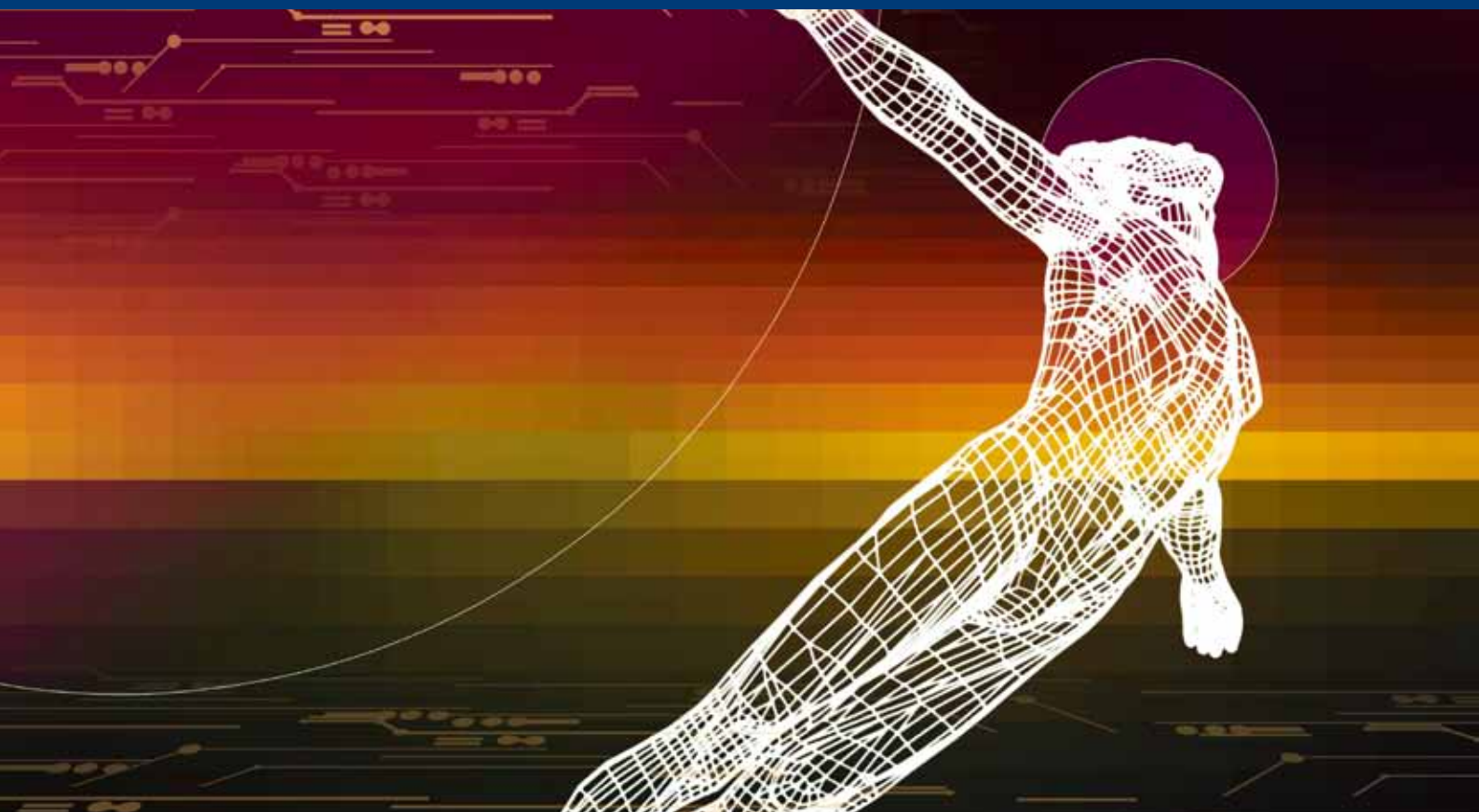
**Figure 5** Percentage of full engagement in talent management programs



**Figure 6** Overall satisfaction with talent management system



Here is the bottom line: Are you satisfied with your current talent management system? The answer from the survey is—sort of (see Figure 6). The message is clear: We have a long way to go and we have a lot of things to do. Growing pains are unavoidable before reaching adulthood.

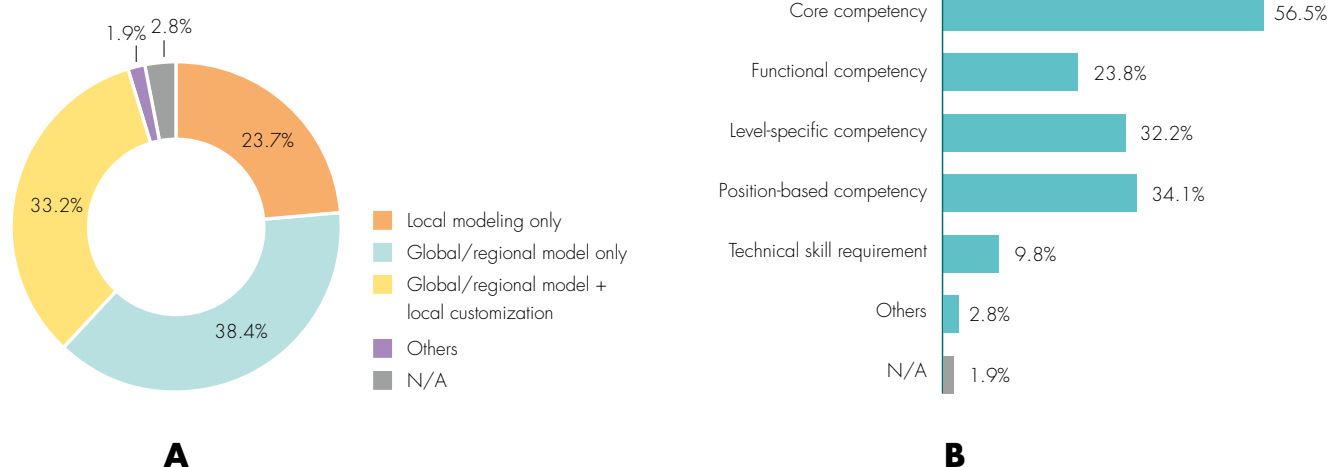


## Applying Competency Model— Still Weak on Landing

Leadership competency has been pervasive in today's organizations. It has become the foundation of the entire talent management process. In China, we have picked up the competency framework pretty quickly and have been learning fast about its applications. Results from our survey show that most of the surveyed organizations (77.8%) are using, revising, or developing some competency frameworks to guide talent strategies and interventions.

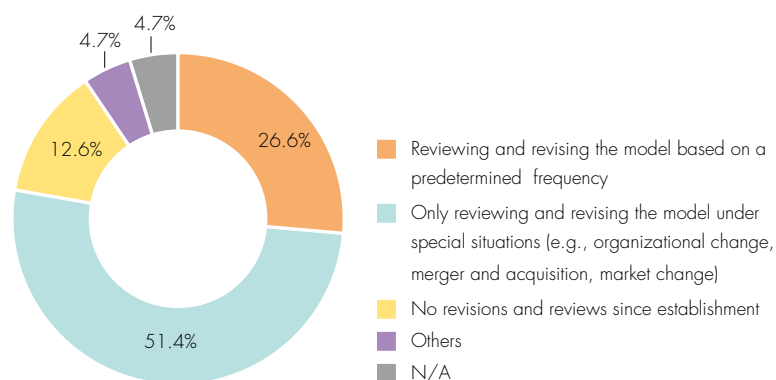
*Having a competency model is one thing; while landing the model and embedding the competencies in organizations take time, commitment, and efforts.*

In addition, quite a few organizations are not just satisfied with their global or regional core competencies. To make their models more indigenous, they add extra competencies on top of global/regional models (see Figure 7-A). In terms of model composition, we see a mix of competency types,

**Figure 7** Origin (A) and components (B) of competency model

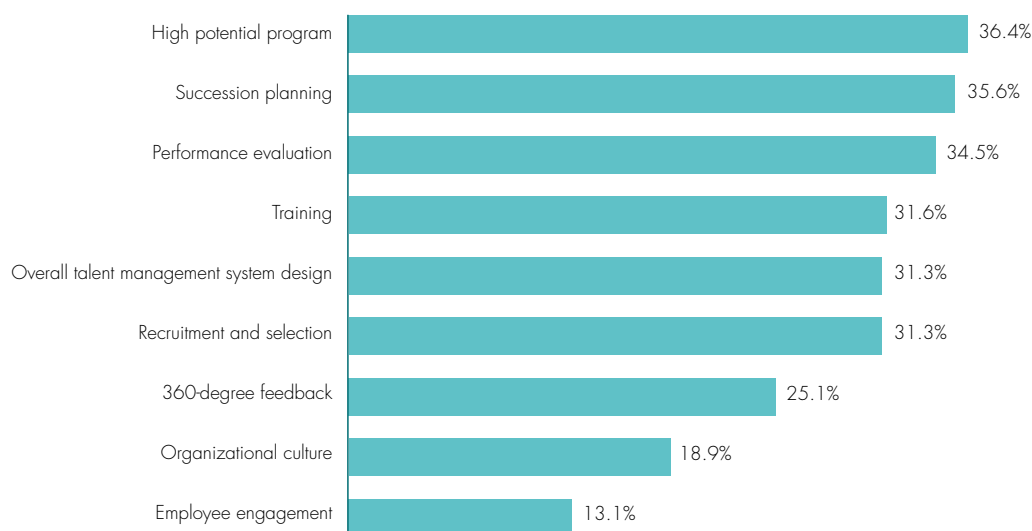
suggesting that we are moving forward from directly applying a standardized core competency model to customizing competency profiles for functions, levels, and even positions (see Figure 7-B). Another encouraging sign is model revision. Establishing a new model might be a one-time effort; but maintaining a valid model is an on-going process. We are pleased to see that model revision has become a continuous practice for quite a few organizations; and many more are considering modifying their models to better fit the context and business needs (see Figure 8). All of these represent our accumulated efforts over the years and progressive professional maturity.

Though encouraging, we found that there is still some room for improvement in terms of applications. Figure 9 shows the levels of competency application in a series of talent management components. Driven by the demand on leadership acceleration, we tend

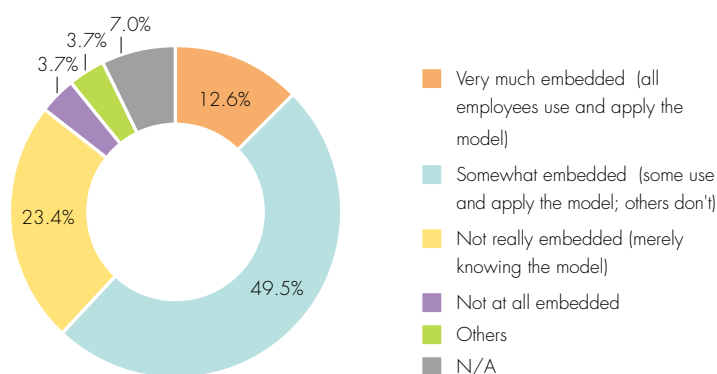
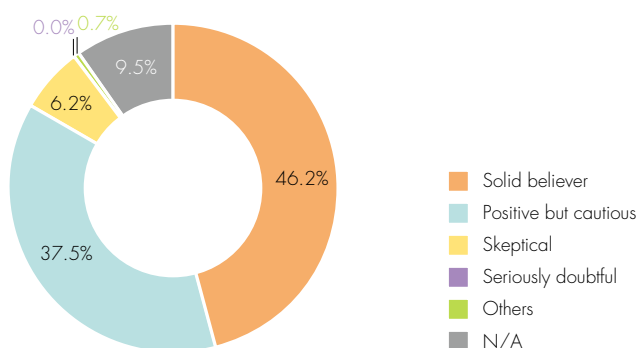
**Figure 8** Reviewing and revising competency model

to utilize competency models more in guiding our practices in high potential programs, succession planning, and performance evaluation. Relatively speaking, application in employee engagement and culture building are a little weak. Part of the reason is that, methodologically, we have not sort out the linkages between leadership competencies, engagement triggers, and culture-building strategies.



**Figure 9** Full application of competency model in talent management components

At the individual level, how competencies are applied in employee daily work life warrants our attention (see Figure 10). Having a competency model is one thing; while landing the model and embedding the competencies in organizations take time, commitment, and efforts. What's important is to show and convince line managers that competencies can make their life easier and help them build their team more effectively.

**Figure 10** Level of embeddedness of competency model in employee daily work**Figure 11** Attitudes towards competency model

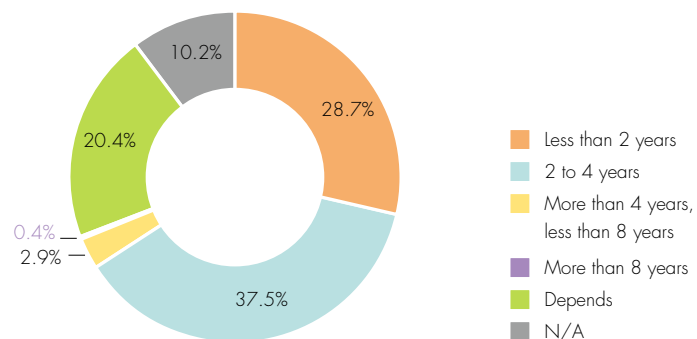
To end this section with a positive note, our survey shows that most HR/OD professionals endorse the value of competency framework in guiding talent management practices (see Figure 11). Clearly, the focus now is not whether or not to use competency models but how to better implement the models to achieve higher return on investment (ROI).



## Running High Potential and Succession Programs— Dominated by Speed rather than Quality

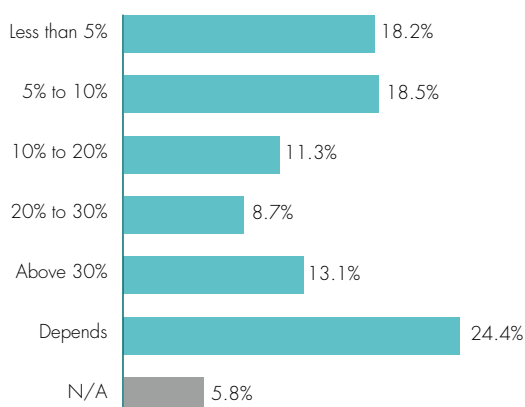
**H**igh potential program is a hot topic in China. Our survey shows that most organizations (87.6%) have or plan to have high potential program. Nevertheless, with the surge of this kind of leadership acceleration, we are facing an ironic dilemma: Developing a leader takes time and we don't have enough time. Data from Figure 12 A & B manifest the consequence of this dilemma: We push high potentials a little bit too much and the success rate is not satisfactory. We

**Figure 12** High potential talent promotion time (A) and success rate of leadership succession via high potential program (B)



**A**

*Organizations should carefully and clearly define high potential before executing the program.*



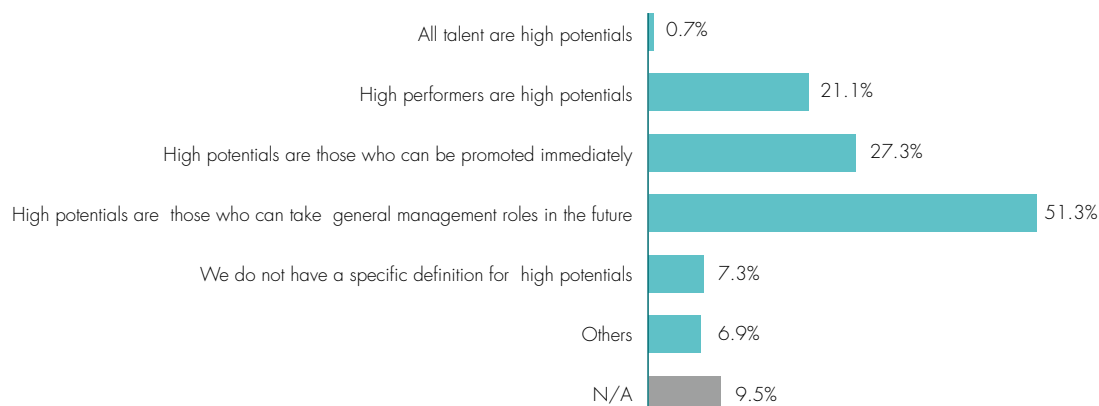
**B**

are not doubtful about the value of high potential program. The question is how to run it effectively.

A simple but critical question warrants

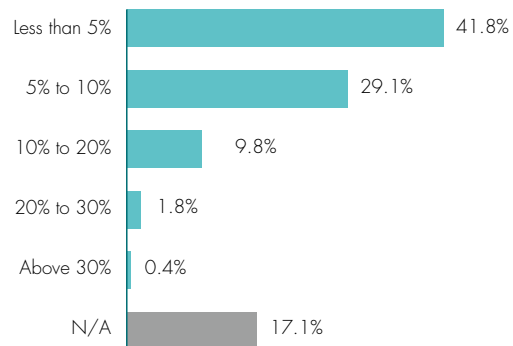
our attention: How do you define “high potential” in your organization? Figure 13 shows that currently we do not have a clear consensus on the definition. Despite the strong argument that high performers are not necessarily high potentials, about 21.1% of the surveyed organizations still treat them—at least partially—as equivalents. Another 27.3% define high potential as leadership readiness, which might be one dimension of the potential concept. About 7.3% do not even have a clear definition when running their programs. Certainly, we notice that half of the surveyed organizations (51.3%) view high potential broadly and with a cross-functional perspective, which is a preferred approach to interpret what potential is and can do. This cross-functional view of high potential enables them to take critical roles such as leaders of a business or multiple businesses. To ensure high quality delivery, we urge organizations to carefully and clearly define high potential before executing the program.

**Figure 13** High potential definition

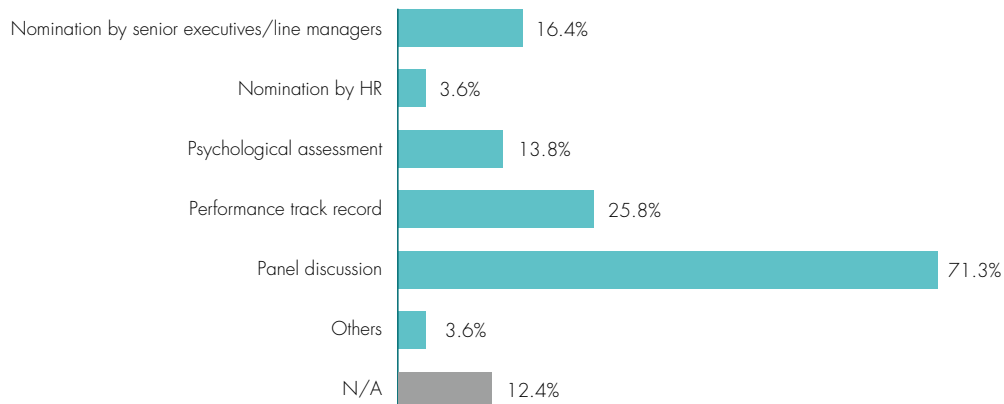


Using the above preferred definition, our survey shows that most organizations identify a small group as high potentials across multiple levels (from individual contributors to senior executives; see Figure 14) using panel discussion as a primary identification method (see Figure 15). Annual review becomes a standard procedure (61.5% of the responses); and results of the reviews impact high potential status (see Figure 16).

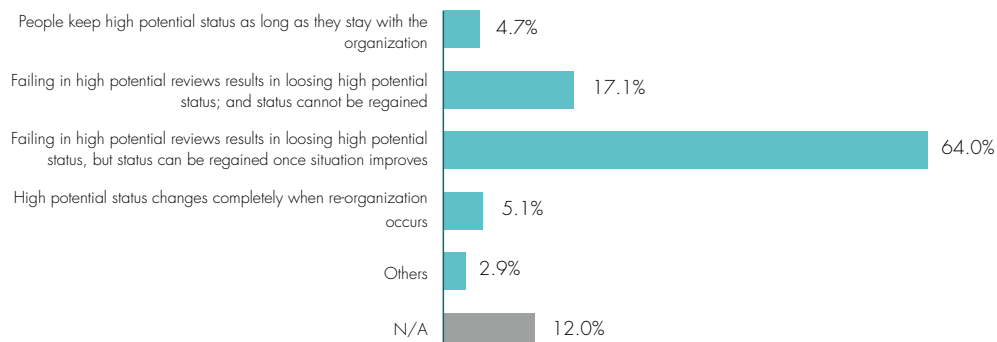
**Figure 14** High potential (defined as talent who can take general management roles in the future) percentage across all levels



**Figure 15** High potential identification methodology

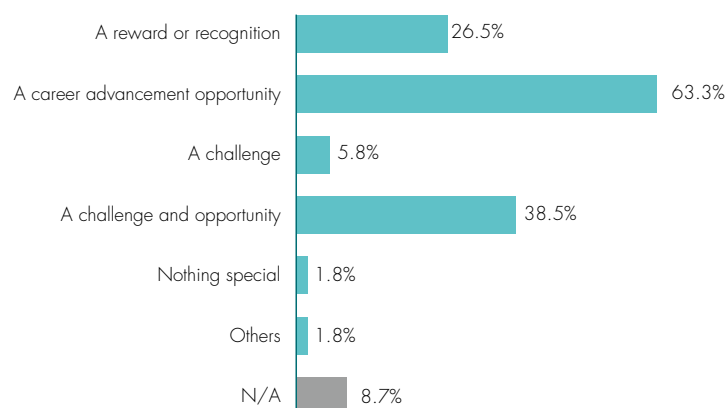


**Figure 16** Tenure of high potential status



Though best practices from western cultures indicate that transparency is the key to successfully implementing high potential programs, most of the surveyed organizations keep high potential status in strict confidentiality. Almost half (49.8%) of the surveyed organizations only disclose high potential status to executive/HR. About one quarter (25.8%) further extend the information to high potential themselves. Informal discussions with OD/HR professionals suggest that releasing high potential status might cause office politics, unfair workload distribution, and unhealthy internal competition. We believe that transparent handling needs support from organizational culture emphasizing trust, open-mindedness, and teamwork which take time and efforts to breed. Plus, most employees perceive high potential as a career advancement opportunity (see Figure 17). As a result, it is understandable why most organizations are hesitant about disclosing more

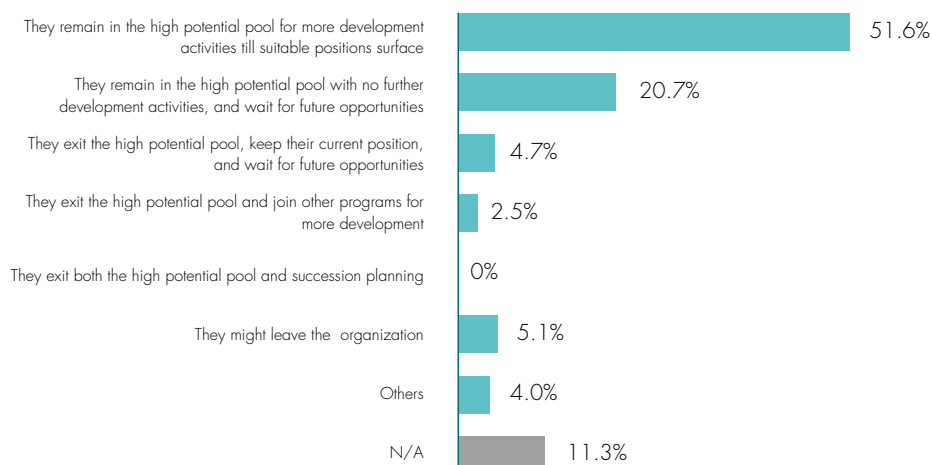
**Figure 17** Perception of high potential status



information.

Another issue worth mentioning is exit strategies from the high potential pool. Preoccupied by identification and program design, we somewhat neglect how to best place talent after their "graduation" from high potential development program. Our survey shows that we either feed "graduates" with

**Figure 18** What's next when high potentials "graduate" from a development program?



more development activities or keep them waiting for a viable opportunity (see Figure 18). The consequence is possible lost of those talent. Though the mean turnover rate of high potentials is small (2.9%) based on survey results, about 18.5% of undesirable turnover are related to high potentials. Considering these challenges, it is important for us to carefully manage the size of the high potential pool. An over-sized pool devalues the importance and quality of the program. It is better to strategically link the pool size with internal talent market and succession planning. In addition, we need to skillfully manage people's expectation. Do not over-promise career advancement to high potentials. Try to let them view the program as a learning and development opportunity instead of a springboard for promotion.

Succession planning is closely related to high potential development as both are crucial for building leadership bench strength. To shed some lights on how to run it more effectively, we categorize survey responses into two sub-samples: one with respondents who are satisfied with their current talent management practices ( $N = 108$ ), and another with those who are somewhat dissatisfied ( $N = 64$ ). Analyses show that 31% of the satisfied sub-sample have success rate (i.e., fulfilling leadership succession via high potential program) above 20%; while only 15% of the dissatisfied sub-sample meet this criteria.

Further scrutiny reveals two differences of their practices which might account for

**Figure 19** Percentage of full accountability succession planning practices (i.e., included as performance evaluation and promotion criteria) for line managers in two sub-samples



**Figure 20** Percentage of frequent succession planning reviews (i.e., more than once a year) in two sub-samples



the doubled success rate of the satisfied sub-sample. First, more organizations in the satisfied sub-sample hold line managers accountable for their own succession planning and put it into their performance evaluation and promotion procedure (see Figure 19). Second, more organizations in the satisfied sub-sample review the progress of succession planning more than one time each year (see Figure 20). Though the differences are significant, we still have room for improvement even for the satisfied sub-sample. Both high potential program and succession planning are cutting-edge talent management practices and we need to be progressive and patient on the road to mastery.



## Managing Employee Retention— More than Golden Handcuffs

Academic research on employee turnover shows that the two major antecedents of voluntary turnover are job dissatisfaction and external opportunities. The talent market in China is highly competitive. With more high-caliber jobs moving into China and the aggressiveness of career advancement culture in China, managing employee retention becomes a tough job for most organizations.

Our survey results show that the mean turnover rate is at a medium level (14.2%)

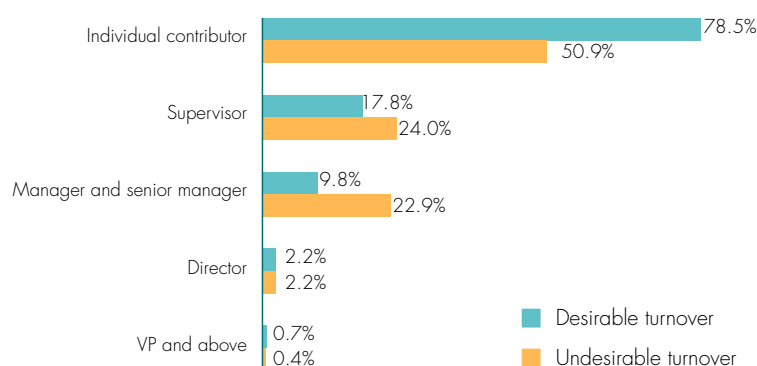
with a relatively small standard deviation (3.86). That said, only looking at the overall mean might mask some important information. We then asked respondents about “desirable” turnover rate (i.e., turnover rate of low-performing or misfit employees) and

*The goal of employee retention programs is not to just provide “golden handcuffs” but to better “embed” talent within the organization.*

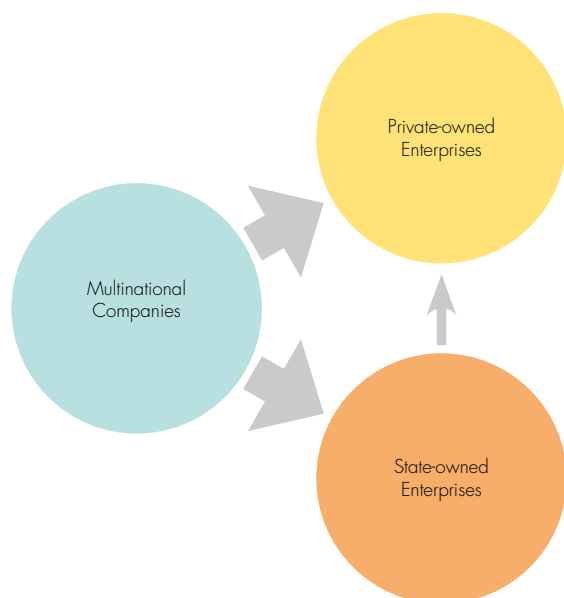


“undesirable” turnover rate (i.e., turnover rate of star performers or experts). Within all turnover, we found that 19.2% can be categorized as desirable; and 18.7% as undesirable. Desirable turnover occurs more at the individual contributor level; while undesirable turnover spreads over to multiple levels (see Figure 21). For supervisors and managers, undesirable turnover occurs more than desirable turnover. Relatively, senior level leaders (including Directors, VPs and above) are quite stable. The above findings suggest that we need to put more efforts in retaining talent at individual contributor to middle manager levels by reducing undesirable turnover.

**Figure 21** Desirable and undesirable turnover occurred by level among all employee turnover



**Figure 22** A hypothesized talent movement map



Going beyond the survey results, we have observed a subtle trend of talent movement in China from multi-national companies (MNCs) to private-owned enterprises (POEs) and State-owned enterprises (SOEs); while the reversed movement might not be viable. Figure 22 provides a visual presentation of the hypothesized talent movement map. This new-wave talent movement is mainly triggered by increased remunerations, freedom to act and make decisions, promising career advancement, the bright future of POEs (such as IPO opportunities), and job security offered by SOEs. Put differently, the key motivators for those talent are ownership and recognition. Design of retention programs needs to take these factors into consideration in order to get effective results. We need to be clear that the goal of employee retention programs is not to just provide “golden handcuffs” but to better “embed” talent within the organization professionally, psychologically, and emotionally.

# What's Next?

## Conclusions & Comments

**H**ow do you feel after reading the report so far?  
We feel cautiously positive.

In the past decade, the market has been experiencing a gradual shift from traditional HR infrastructure building to talent management and leadership development. In line with this trend, the talent management professional community in China has been maturing quite fast. The tools and methodologies used in western countries are also available here. Most talent management professionals have been learning and working diligently to make sure that we are implementing development programs smoothly. Kudos to all of us!

From a constructive point of view, we would like to point out some areas of improvement:

**Focus more on quality, not quantity.** What's more important now is not introducing another tool, but focusing on how to refine the process and enhance the quality of the available programs to get the best return. Oftentimes, we do not get the expected outcome from a development tool because we have not absorbed its essence and mastered its inner mechanism. It is better to dig deeper and connect the core with our practices. After closing a program, do some self-reflection: What have you done well in the program? What could you do better next time? What have you learned from executing the program? Stay committed to continuous improvement.

**Make individual talents the owner.** Self-motivation is essential for talent development. However, we see many organization-centric development programs.

We tend to tell our talent what the organization wants rather than ask them what they would like to do. We need to switch our mindset and add individual talents as the owner and major stakeholder of development programs. Be open and listen: What kind of leader would they like to become? What motivates them the most? Customize your development tactics to fit their individual needs. Involve line managers and make them accountable.

**Be strategic and long-term oriented.** Talent development is a fundamental strategic demand for all organizations. Unfortunately, quite a few organizations treat it as a peripheral. When market fluctuates, organizations tend to shrink away from investing in talent development which leads to talent shortage once market gets better. To benefit in a long run, organizations need to stay committed and build mutual-trust with talent. The recent market turbulence presents a test: How does your organization react to the market change? Can you stay focused and committed in talent development even in tough time? Constructing and maintaining a healthy balance between talent investment and development ROI is the key to sustaining continuous growth.

## About the Survey Sample

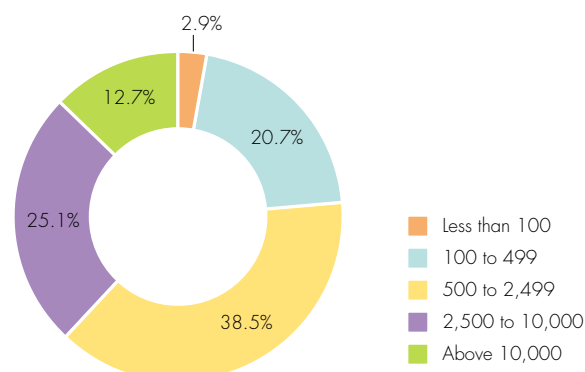
The focus of the survey is current talent management practices in China, not talent themselves. As a result, respondents of our survey are primarily HR/OD professionals and line managers. In addition to the survey, we interviewed two human resources and talent management executives for some qualitative data.

We conducted the survey from March 3, 2011 to May 31, 2011 and collected 372 initial responses via HR Excellence Center events (220 responses) and an online survey webpage (152 responses). After deleting responses from the same organization, invalid and incomplete responses, the final sample consisted of 275 valid responses from 269 organizations. We included multiple responses from 6 organizations because they represented different legal entities with different talent management practices within a large enterprise. Below are the demographics of the sample.

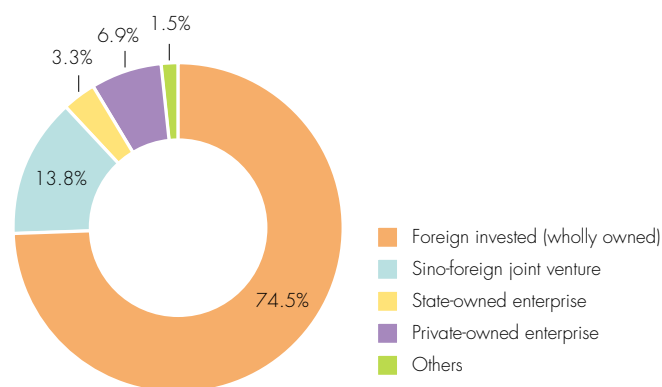
**Figure 23** Industry

Equipment and machinery	16.0%
Automotives and parts	13.1%
Life sciences	10.5%
Chemicals and petrochemicals	9.1%
IT, semi-conductor and communication	8.7%
Fast moving consumer goods	6.5%
Retail and e-commerce	4.4%
Professional services (legal, consulting, education, hospitality, etc)	4.0%
Financial services	3.6%
Electrics and electronics	3.3%
Transportation and logistics	2.9%
Diversified manufacturing	2.2%
Real estate	2.2%
Energy and power	1.8%
Construction and building materials	1.5%
Paper, packaging and forest products	1.5%
Internet and game	1.1%
Environmental science	0.7%
Others	6.9%

**Figure 24** Number of employees in Mainland China



**Figure 25** Ownership structure



**Figure 26** Your role in the organization



## About the Authors



**Joshua B. Wu, Ph.D.** [Joshua.Wu@kornferry.com](mailto:Joshua.Wu@kornferry.com)

Dr. Joshua Wu is a Senior Consultant for the Korn/Ferry Leadership and Talent Consulting business, based in Shanghai. Prior to Korn/Ferry, Joshua was the Assistant Professor of Management at the School of Business Administration, University of Miami. His research specialties include leadership and teams; and he publishes at both premier academic journals and practitioner journals. Earlier, Joshua was with Hewitt Associates and TMP Worldwide.

Joshua earned his Ph.D. degree in Business Administration (Organizational Behavior) at the W. P. Carey School of Business, Arizona State University. He is a member of Academy of Management and International Association of Chinese Management Research.



**Jack Lim** [Jack.Lim@kornferry.com](mailto:Jack.Lim@kornferry.com)

Mr. Jack Lim is the Managing Director of Korn/Ferry Leadership and Talent Consulting business in Greater China, based in Shanghai. Prior to Korn/Ferry, Jack led Mercer's Human Capital Consulting business in Greater China with a team of 130 professionals in 8 offices in Mainland China, Hong Kong and

Taiwan. Earlier, Jack was with Hay Group and before that, he was a university lecturer.

A frequent speaker at many high-profile HR events in China, Jack has published several articles in business journals such as the Chinese version of the *Harvard Business Review*. He holds a Bachelor and Master's degree in engineering from Shanghai Jiao Tong University and an MBA from Massey University, New Zealand.



**Mark Jin** [Mark.Jin@hrecchina.org](mailto:Mark.Jin@hrecchina.org)

Mr. Mark Jin is the founder and Executive Director of HR Excellence Center (HREC), the largest and most influential membership-based professional network for leading HR professionals in China. Before founding HREC, Mark is one of the very first founders of JFPS Group, the leading conference

and training company in China and Asia. Mark enjoys more than 10 years' experience in producing all kinds of events and is one of the most experienced event production professionals in this field in China and Asia.

Mark graduated from Nanjing Normal University with a bachelor degree in English and holds a Master Degree in Educational Management from University of Newcastle in UK.



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-edging topics faced by HR practitioners in China. HREC services include HRD Networks, HR conferences, trainings & workshops, HR Frontier, HR industrial working group, monthly newsletters, online resources, HR Value magazine, Tel-conferences and survey & reports.



## 2011中国人才管理状况调研报告

2011 CHINA TALENT MANAGEMENT LANDSCAPE SURVEY REPORT

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