



知享会

HR Excellence
Center

一个HRBP的倾诉

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AGENDA

Part 1 Past

My own journey as an HR BP

Part 2 Present and future

Top in my agenda

My way to be a good HR BP

Some thoughts on the HR Model

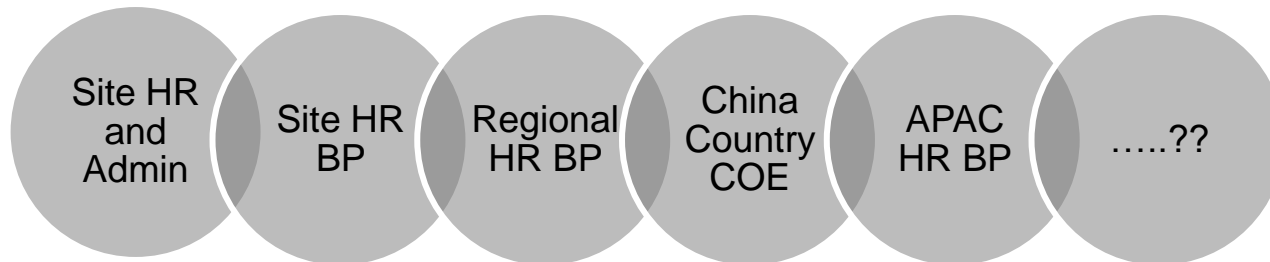
Part 3 Case sharing

MY OWN JOURNEY AS AN HR

- **Accidentally transferring to HR from other function**
- **An MNC manufacturing site near Shanghai**
- **EXTREMELY Fast business growth : from 90 into 600 employee in 4-5 years**
- **Build up the HR Dept from myself to a team of 6**
- **Flat organization:**
 - Small AP office located in HK with almost all AP business in China
 - Very flat structure, 4 layers (my team, HRD AP, HR VP global)
- **Lucky to work with very senior people**
- **I was COE, Shared Service, and HR BP : handle ALL tough projects**

MY OWN JOURNEY AS AN HR (CONT')

- China Recruitment and talent management Manager
- AP HR BP for a business unit with presence in 13 sites in Asia Pacific



- Work environment
- Work content
- Challenge

- Feature of the work

Traditional HR

- Flat
- More generalized
- Attraction, retention

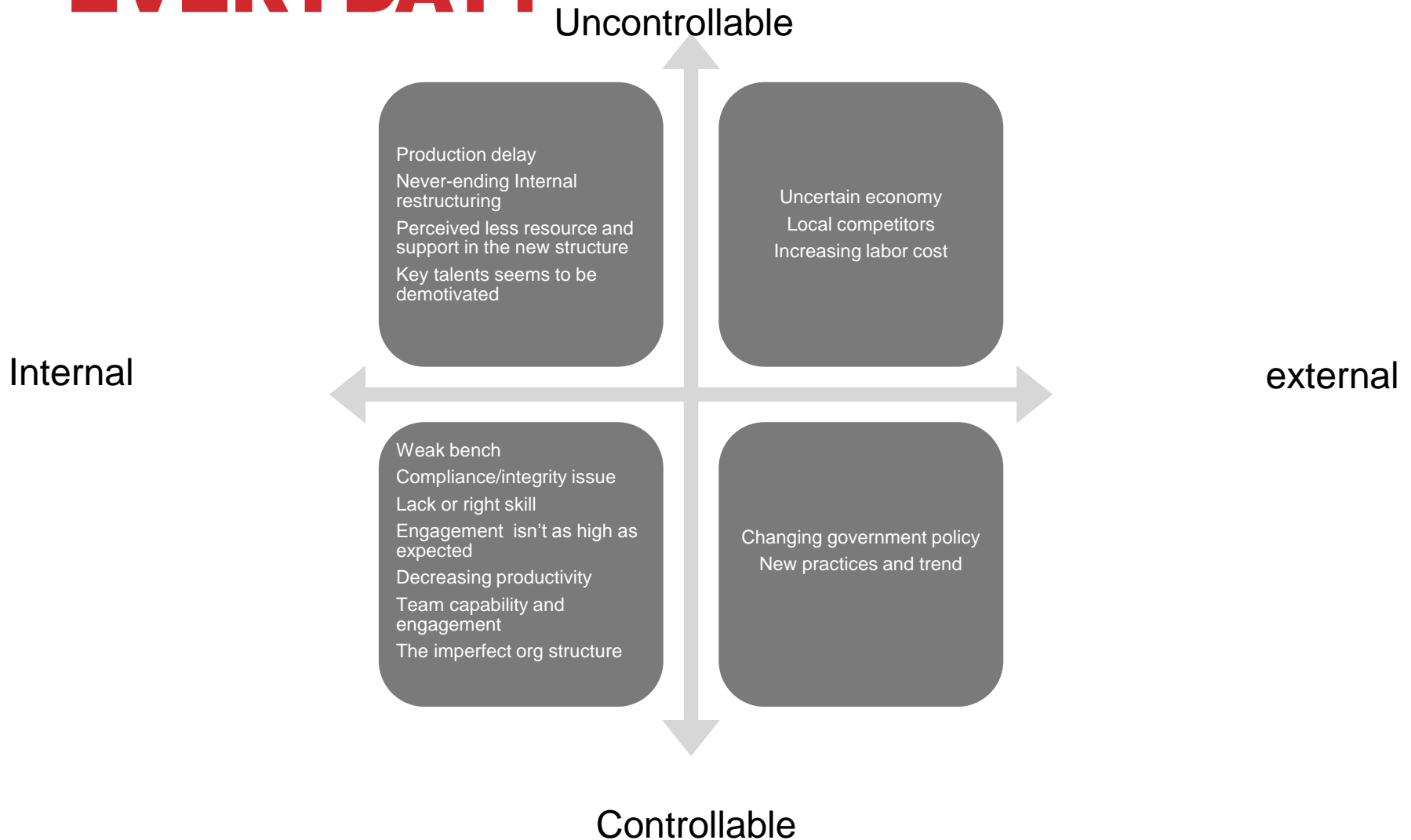
- Multi-task, operational, change management always focusing new start-up from scratch

Current HR BP role

- matrix
- More focused
- Talent management, more long term

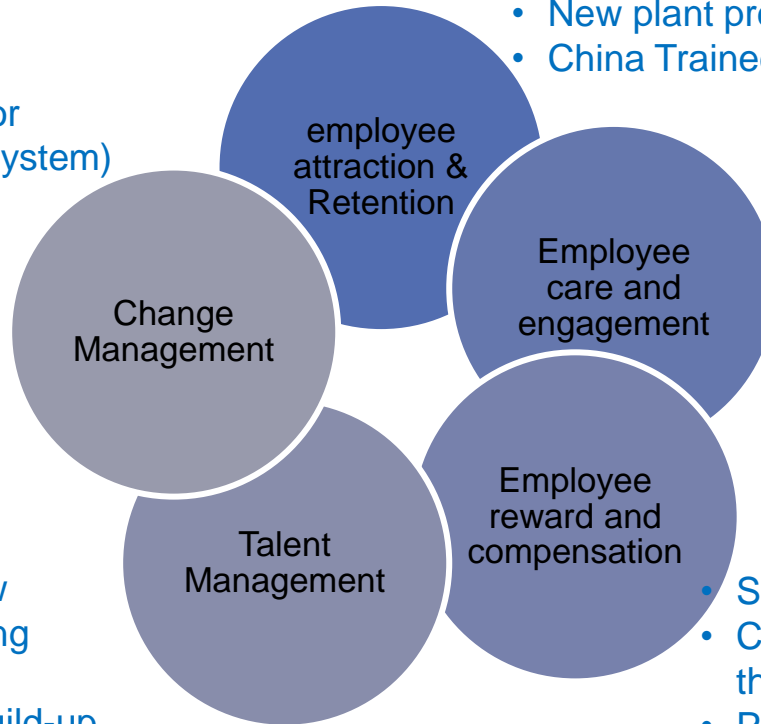
- Collaborative, focused , change management focusing on change from the existing platform

WHAT WE ARE FACING EVERYDAY?



TOP IN MY AGENDA

- Restructuring projects
New culture, Value & Behavior
- New Systems (various new system)
- New HR model



SOME THOUGHTS ON THE TRIANGLE

Standardization

Procedure/process driven

R&D center

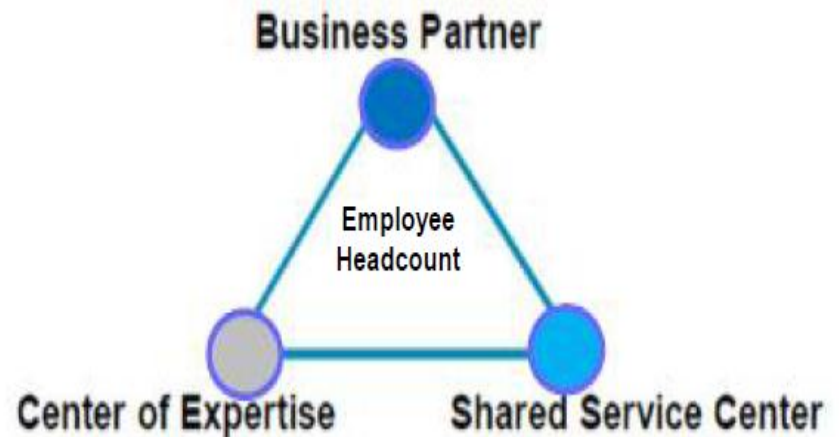
Mass production

Vs Localization/individulization

Vs Content driven

Vs manufacturing center

Vs meticulous farming



MY WAY TO BE A GOOD HR BP

- 1. Know your people and your business**
- 2. Be strategic, see the future and make a plan to form the future**
- 3. A hunter and advocator for high-potentials**
- 4. Make tough decisions (people and organization) and implementation**
- 5. Coach, facilitator, presenter**
- 6. Have experience in COE/Shared service/Business functions**
- 7. Quick learning skills**
- 8. Be a human and have common sense**

CASE SHARING

- 1. Change management**
- 2. Mentoring program**
- 3. HR BP skill enhancement (see the following slides)**

1. CHANGE MANAGEMENT

Background

geographic organization to segmentation within half a year

Challenge

resistance

new process

new organization

new skill

new team mix

Key milestone

buy-in process

preparation

team work to draw the blueprint

standardized process/procedure/policy: sales incentive, car, handbook...

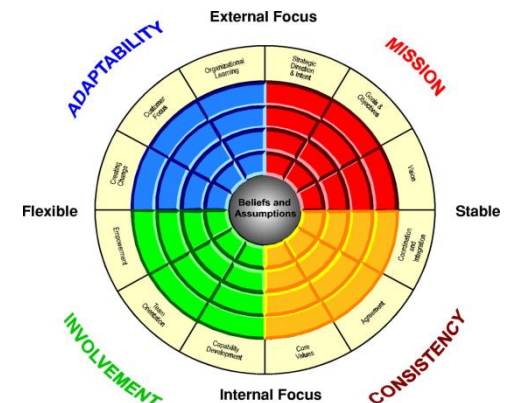
a change management workshop

key hiring (internal and external)

communication

post implementation review (one year anniversary)

- *Justification*
- *Timeline and critical path*
- *Stakeholder*
- *Communication*
- *Risk*
- *Benefit and delivery*
- *Post implementation review*



2 MENTORING PROGRAM

business case

mentor- all MT members

mentor / Mentee workshop

matching process

outcome – a culture/network/learn from each other

3. HR BP SKILL ENHANCEMENT ON TALENT REVIEW

| | | | | |
|-------------------------------|--|---|--|--|
| Growth Potential | 2 levels up | N/A | N/A | Excellent High Potential (EHP) Consistently delivers above target results, stands out amongst peers and consistently models AN behaviors. Has the potential to move up 1 level within 3 years and 2 levels over time. 5% |
| | 1 level up | Mis-match (M) Unexpectedly failing to deliver targeted results due to lack of fit with current role. Previously identified as a (High) Potential < 1% | Solid Potential (SP) Consistently achieves targeted results and consistently displays AN behaviors. Has the potential to move up one level within 3 years. 15% | Excellent Potential (EP) Consistently exceeds targeted results and consistently displays AN behaviors. Has the potential to move up one level within 3 years. 5% |
| | Lateral /no move | Performance Coaching/Exit (PC) Not delivering targeted results. Actions not fitting with AN behaviors 5% | Solid Performer (SP) Consistently achieves targeted results and usually displays AN behaviors. 60% | Excellent Performer (EP) Consistently exceeds targeted results and usually displays AN behaviors. 10% |
| | New in position Less than 6 months in role | | | |
| | | Marginal | Solid | Excellent |
| Consistent Performance | | | | |

% = Indicative distribution

CASE STUDY

1 Tom is a project manager working in Technical dept for over 3 years. His current job level is MM1 and his manager felt he can make his career into Technical Manager for a medium sized plant in 3 years. He is a very smart and sometimes he can bring very innovative ideas and put into action delivering exceeding results. He got “exceeds” in his 2nd year in AN. But his manager found (for quite a long time already) that Tom will only be driven by projects that he has interest to do, if he doesn’t find the project into his interest, he won’t deliver anything even if it is an official assignment from his manager. His manager, sometimes, is very confused— “why Tom can be a star sometimes but suddenly become such a poor performer that I even want to kick him out of my organization?” in his 3rd year, Tom’s performance is just minimal “on target”. His manager is now preparing the LTR, where should he put Tom in the matrix?

2. Sarah is a business manager for a segment. She has been working in AN for over 10 years in various dept with increasing responsibilities from Technical, Marketing and finally commercial. All her managers commented her as high performer with extensive potential. Her current job level is MM4. Her recent assignment is business manager since 3 years ago. When she just took this role, it took her a little bit longer time to adjust herself from Marketing—an indirectly customer facing role to sales—a directly customer facing role. She tried to utilize all her knowledge in marketing and took a very academic approach, but was not very successful in her 1st year as business manager, but even though she still hit her budget and got “on-target”. The company the helped her a lot, by sending her some sales training and appointing “mentor” for her. She learned really quickly. In her 2nd year as business manager, she together with her team achieved 5% over her budget. This year, she was almost our top sales and her team is so cohesive and engaging. She is not only good at selling/setting strategy skills, but a great leader as well. We always see her a promising business general manager going forward.

3. Daisy is a site Finance Manager, at her mid-forty. She has been working in AN for 6 years. She led a team of quite big team , delivering satisfactory performance, mostly “on target” but sporadically “exceeds”. She is very strong in people management. Her team seems to be engaged and hardworking. Her manager is generally happy with her performance and recommended her in the country Finance Talent Review process several times, but is not successful due to her location restriction and concern on her language level. When the manager did the “IDP” for her, he put “does she really need so many team members ? is she sufficiently hands-on to look into details or she delegates everything to her team member?” as the “main question” of her. Also, as Daisy doesn’t seem to have a view or sense of “big picture” , Daisy is good at numbers, but her manager still thinks she has long way to go to gain “business acumen”.

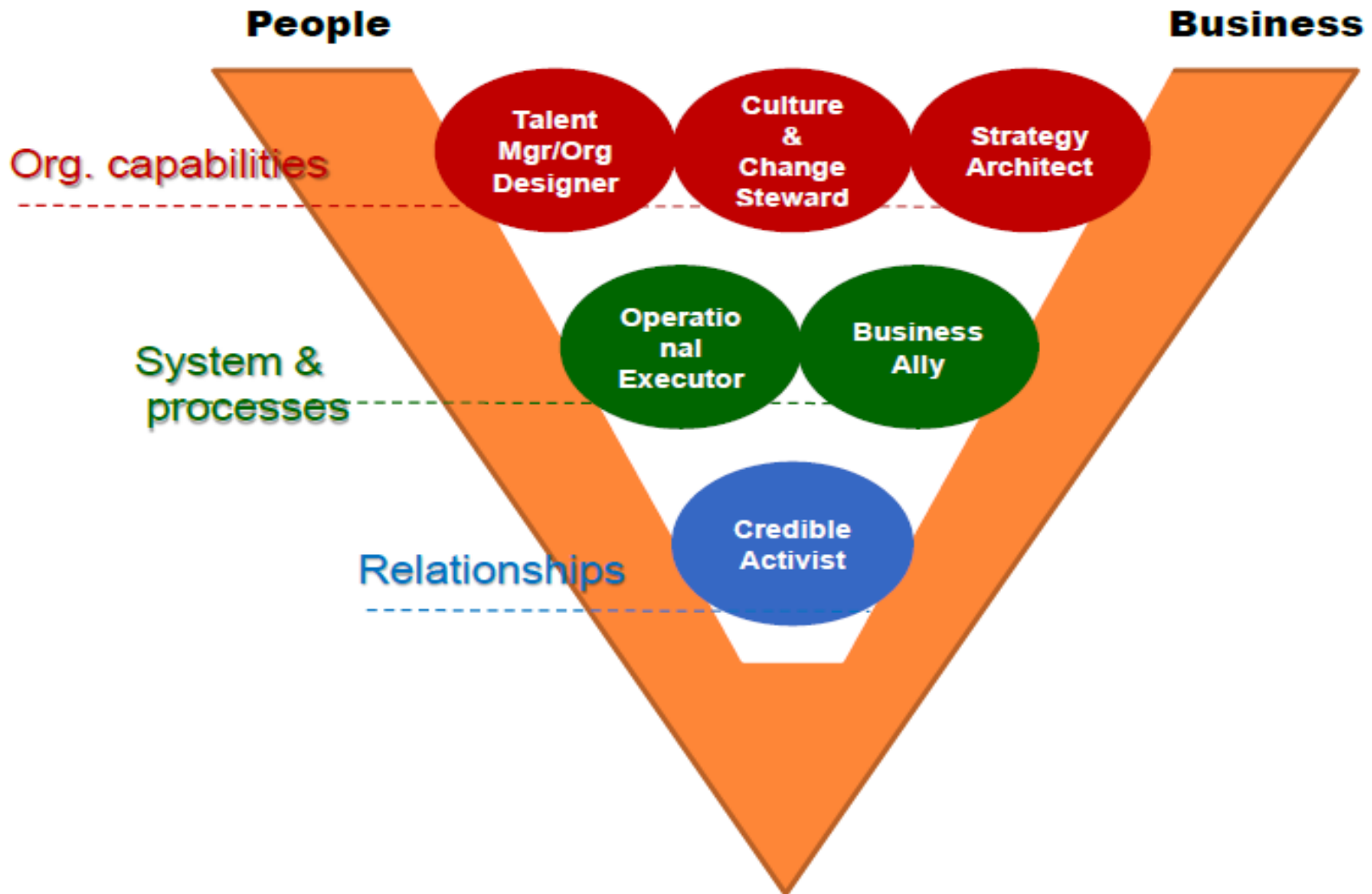
4. Lindsay is a Sr. Sales Engineer. She graduated from top university in China and joined AN 3.5 years ago. She learned quickly and was promoted to be Sr. Sales Engineer 1.5 year ago. She is responsible for our “invest” segment “Architecture”. She speaks very good English and thus lots of global accounts are handled by her. She generally delivered “ok” result hitting target, but never exceeded the target. Her manager thought that it is because of the difficulties of handling global customers and thus is still happy with Lindsay’s performance. One week ago, her manager got a call from a key client. The client mentioned several behaviors of Lindsay when she dealt with the customer: she was late several times for customer meeting. When the customer needs technical information, Lindsay can’t give any information and usually Lindsay will just send over some AN technical staff without briefing them the problem and therefore those AN technical staff seems to be confused when meeting with the client”, lindsay would take several private calls even on customer site. Now it is time for Talent Review, where should the manager put Lindsay in the Growth potential/consistent performance matrix?

Please put all the above employees into the “Growth potential/consistent performance matrix “using AN principles. If you are the HR BP, which kind of development action will you recommend to the line manager?

5. Edgar has been on marketing Specialist for over 5 years in AN. When you ask people on their impression on him, they will always say he works really hard. He always tried to understand his (internal) customers' request and tried all the best to deliver on commitment. He might not understand the customer needs as quickly as others, but he follows up really well and always takes extra miles and tries to get the best out of anything. His manager is very happy on his performance, he got several “exceeds”. But recently his manager got some headache—having been on the position for over 5 years it's time for Edgar to move on, but where? As far as the manager knows about Edgar, Edgar is restricted for relocation, he is very happy with where he is now and shows almost no any ambition to move on, his education background is “2-year college” and he has never led a team. In the coming Talent Review Process, which kind of comment should the manager give for Edgar?

Please put all the above employees into the “Growth potential/consistent performance matrix “using AN principles. If you are the HR BP, which kind of development action will you recommend to the line manager?

STEAL FROM DAVE ULRICH



STEAL FROM DAVE ULRICH...

1. Replace self-doubt with **self-confidence**
2. Develop an inside and **outside** view
3. **Share accountability** for People and Organization with Line Managers.
4. Focus on **Individual and Organization** (not one or the other)
5. Serve people and **deliver** business result
6. Accomplish **both** Transactional and Transformational Work
7. Shift from Politics to **Collaboration**
8. Support others and **have a point of view**
9. Invest in **Personal Growth**

-Thank you-